

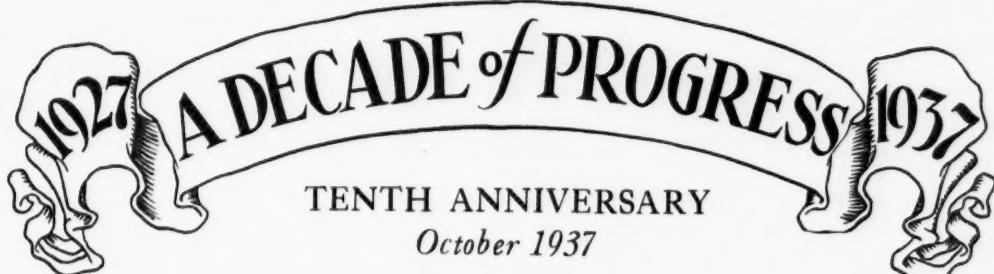
The NATIONAL UNDERWRITER

*Life In
Action*

Life
An Arbor March
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OCT 9 1937



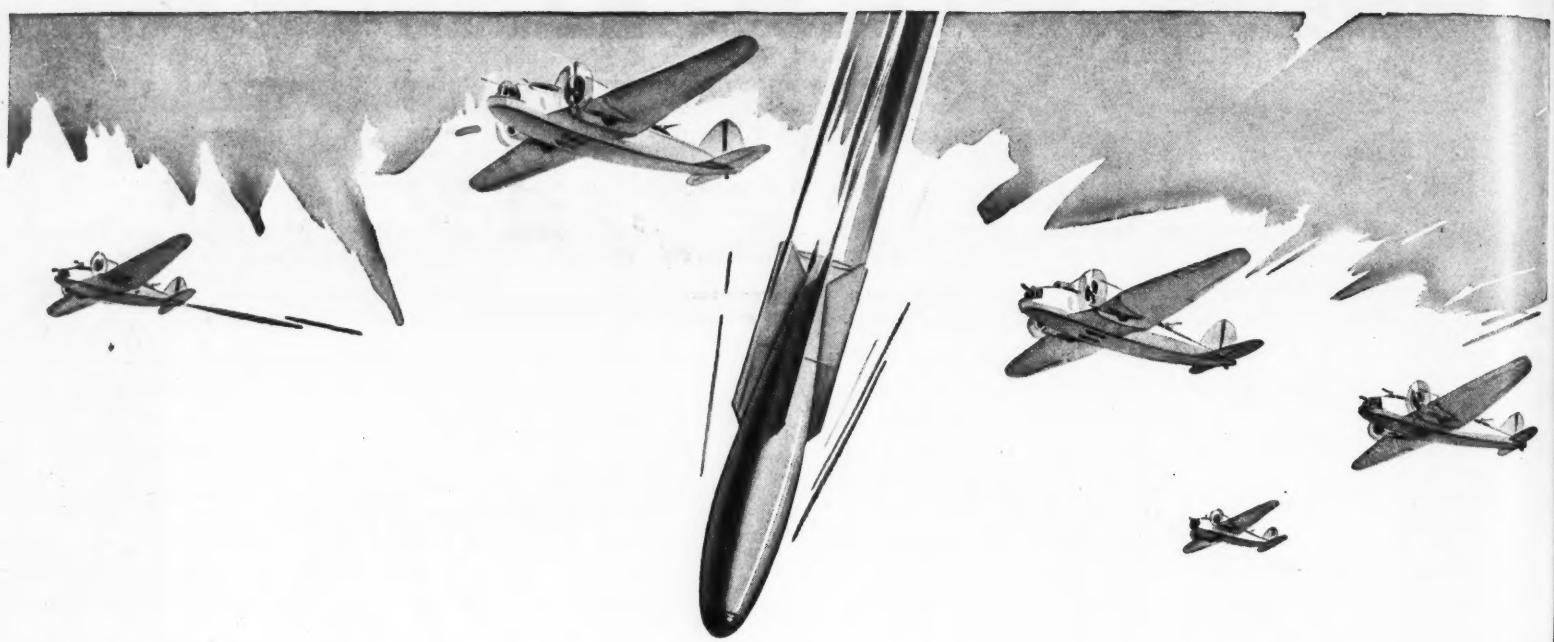
THE RECORD of our first ten years of service is recognized as one of noteworthy achievement. Upon this anniversary occasion, we extend our greetings to our associates in the life insurance fraternity and our thanks for their cooperation—to the steadily increasing number of Bankers National policyowners, our appreciation of their confidence which has helped make this growth possible.

**BANKERS NATIONAL LIFE
INSURANCE COMPANY**

HOME OFFICE

MONTCLAIR, N. J.

FRIDAY, OCTOBER 8, 1937



THROUGH EVERY WAR SINCE 1845

War and its aftermath
...gold stars on window
panes . . . crosses row
on row . . . stifling debt
and financial catastrophe.

Meeting the crises of four wars,
two of them among the most devastating in all
history, New York Life has steadfastly re-
mained safe and sound and met all its obligations.
Much as we may hope and pray that never



again will America
become involved in
war, a life insurance com-
pany must ever be prepared
against such a possibility.

Therefore, in good times and bad,

the New York Life adheres to the principle that,
in investing, safety should always be the first
consideration. Furthermore, it maintains its
reserves on the most conservative basis used by

American and Canadian life insurance companies.

No one can foresee at what time and under what
economic conditions a life insurance policy may be-
come payable. It may be many, many years in the
future. The Company must, therefore, be kept so
safe that it can pay all its claims no matter when
they fall due.

After all, when the future of your family and
your own security in old age are at stake, safety is
your prime objective . . . isn't it?

SAFETY IS ALWAYS THE FIRST CONSIDERATION...NOTHING ELSE IS SO IMPORTANT

NEW YORK LIFE INSURANCE COMPANY

A Mutual Company founded on April 12, 1845

THOMAS A. BUCKNER, *Chairman of the Board*

51 MADISON AVENUE, NEW YORK, N. Y.

ALFRED L. AIKEN, *President*

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The NATIONAL UNDERWRITER

Forty-first Year, No. 41

CHICAGO, CINCINNATI, NEW YORK AND SAN FRANCISCO, FRIDAY, OCTOBER 8, 1937

\$3.00 Per Year, 15 Cents a Copy

Stress Managerial Attitude as Well As Its Technique

Pennsylvania State Association of Life Underwriters Has Managers' Session

By R. B. MITCHELL

HERSHEY, PA.—Organized methods in selling can only be attained by organized management methods and the Pennsylvania State Association of Life Underwriters annual managerial conference here resulted in a valuable exchange of practical ideas on the exacting task of supervising and inspiring agents in the manner called for by today's selling conditions.

Holgar J. Johnson, general agent Penn Mutual Life, Pittsburgh, and vice-president National Association of Life Underwriters, went even beyond methods in his talk and tackled the intangible but highly important matter of the general agent's attitude toward his agency. After outlining the supervisory setup of his agency, he said he was not sure that method alone is the answer to successful production results.

Stress Importance of Attitude

"I have come to believe that attitude plays a far more important part in definite agency results," he said. "For instance, why do some agencies with fine methods fail and why do some with no methods succeed? What is the intent behind agency management? Is it money at any price or is it to build men? This is not idealism, it's good business. If you build men you'll make all the money you need."

Mr. Johnson took an outspoken stand on the somewhat controversial subject of forfeitures, saying that he had seen this method of penalizing agents for leaving an agency become so dominant a factor in the agency's system of operation that its adverse effect on agents' attitude was too great a price to pay for the profits so attained. He said he was not arguing for or against forfeitures as such but was opposed to the practice because of the damage it can do.

Citing figures, Mr. Johnson said he would have gained \$10,000 in the last 10 years if he had had a forfeiture provision but said he believed he had actually done better without it because his agents knew that they got all they earned.

"Loyalty is deeper than a profession of loyalty," Mr. Johnson declared. "It is what your men know you are. You may be misunderstood by one or two but not by your agency as a whole. So, if you do not have the spirit and do not get the results you think you should have in your agency, perhaps your attitude, not your method, is at fault. When a sound attitude and successful methods are combined, you are reasonably well assured of unusual results."

"Your staff will reflect you and your

(CONTINUED ON PAGE 12)

Houston Celebrates Victory in Securing National Meet

President Cummings Tells Objectives—Convention Executive Committee, Chairmen Named

HOUSTON—Climaxing three years of intensive effort to secure the annual convention of the National Association of Life Underwriters, more than 600 members of the Houston Association of Life Underwriters gathered at a victory dinner celebrating Houston's selection as the 1938 national convention city.

O. Sam Cummings, Dallas, newly elected president of the National association, pointed out this is the first time in the National association's 48 years that a meeting will be held in Texas, and that it will be the first national meeting to be held in the home state of the president. He said Texas stands third in the new life insurance sales. For three years the Texas association has carried on a campaign to eliminate unfit and unqualified agents, in order to improve service to the policyholder, said Mr. Cummings. This is the first objective in the current National association program, he declared. "We intend to promote vigorously the public knowledge of life insurance and of the service rendered by intelligent underwriters."

Mr. Cummings spoke enthusiastically of the progress being made in the campaign for further cooperation between field representatives and home office executives. A better understanding of related problems is resulting. "We expect to continue our efforts to secure a wider adoption of the agency practices agreement regarding part-time agents and to promote the Chartered Life Underwriter movement. The Houston convention looks like the largest in National association history."

Committees Named

Charles Hanson, president of the Houston association, was chairman. He introduced O. D. Douglas of San Antonio, newly elected state president; and Joseph S. Smith, Houston, general chairman of the 1938 national convention executive committee. Other convention executive committee members are: Alva Carlton, vice-chairman; Sam R. Hay, Jr., secretary and William Harrison, treasurer. Mr. Harrison reported the convention entertainment fund was 70 percent subscribed through the whole-hearted support of the Texas home life companies.

Mr. Carlton introduced the convention committee chairmen: Finance, William Harrison; hotel reservations, Sam R. Hay, Jr.; registration, Dave Bintliff; entertainment, Alva Carlton; public meeting, J. S. Smith; reception, Jul Baumann; attendance, Chas. Hanson; C. L. U. Homer Hewitt; Million Dollar Round Table, A. C. Bayless; transportation, Fred Stancliff; women underwriters, Mrs. Phil Arbuckle; convention sessions and convention sergeant-at-arms, Horace R. Smith; decorations, Richard Nauts; company conventions, Ross Cole; exhibits, Ed Gross; Texas leaders round table, Miles Abell; information, Morris Brownlee; special guests and invitations, John H. Rose; foreign underwriters, Jack Moses; president's reception and

One-Case Contracts Used to Avoid Security Tax Expense

Issued to Agents Producing Few Cases; Aim Is to Avoid Continuity of Relationship

NEW YORK—As a sort of secondary defense against the possibility that life agents operating on a commission basis may finally be held to be employees and not independent contractors under the social security act, quite a few life companies have adopted the practice of giving one-time contracts to brokers, surplus writers of other companies, and in general all those who turn in only a few cases a year. Thus, if it were finally held that full time agents are employees, even though compensated on a commission basis, it is thought that such a ruling could not be stretched to cover the agents who turn in an occasional case.

Applies Especially in New York

This condition applies more in New York City than anywhere else. It is not uncommon for agents to be licensed for a dozen companies. The overhead involved in keeping social security records in companies which get little of the agent's business would be out of all proportions to any business received.

No one expresses any great conviction that even confining contracts to a one-time basis instead of making them continuous as most companies have in the past, is going to satisfy the internal revenue bureau that even an agent who submits only one case a year is actually an independent contractor and not an employee. However, the precaution has seemed worth taking to a good many companies.

There is some basis for believing that the revenue bureau may take this factor into account. In the Massachusetts Mutual case under which the bureau held agents to be employees, one of the reasons cited by the bureau for its view was that there is a continuing relationship. Use of a one-time contract takes care of this point but whether this point is the central one upon which the relationship depends remains to be seen.

ball, Dale Shephard; cooperation with trust officers, Joe Stephens; supervisors, Hedley Jackson; general agents and managers, Roy Cox.

Over 40 presidents and home office executives of Texas life companies were introduced. They were thanked for their moral and financial support in securing the convention. Vice-president W. J. Graham and W. W. Klingman, new Texas general manager, headed a group of Equitable Society officials.

Mr. and Mrs. Walter R. Jenkins, who helped the Houston representatives in such an effective way at the Denver convention, arranged a musical program at the gathering as a feature of the celebration.

Prudential's 62nd Anniversary

Oct. 13 will be the 62nd anniversary of the Prudential and for the 13th consecutive year, the birthday will be observed with an informal reception and luncheon.

Chicago to Have Big Gathering at the Edgewater

American Life Convention Has a Crowded and Interesting Program

The big life insurance event next week will be the annual gathering of the American Life Convention at the Edgewater Beach Hotel in Chicago. This is a working organization. It is not giving any time this year to play or entertainment except what the attendants provide for themselves. The forces will begin to assemble Sunday and some on Saturday. Those who are entering the golf tournament will play Monday and Tuesday at the Wooded River Country Club in Niles but some will try out their clubs on Sunday. Henry Abels, vice-president Franklin Life, as usual is chairman of the golf committee.

The ladies will have special headquarters in the Edgewater Beach Hotel where Miss Dorothy Bridwell of the A. L. C. executive office will be in charge. There will be some special program for them.

Change in Schedule

This year the American Life Convention closes its work Thursday afternoon instead of carrying over to Friday noon as usual. This enables the members to stay on through the entire session and get away Thursday night. Therefore the session that is usually held on Friday morning is set for Wednesday evening, it being executive. The election of directors and officers will take place then.

So far as the four sections that will meet during the week are concerned there is no change in the general plan, the Legal Section meeting the first two days, the Financial Section on Tuesday and the Industrial Section meeting Tuesday afternoon and evening. The Agency Section as usual occupies one part of the general convention, this year it being on Wednesday afternoon.

President Phillips in Charge

T. A. Phillips, head of the Minnesota Mutual Life, who is president of the American Life Convention, came up from the actuarial ranks and has been a profound student of the business. He had served on the executive committee a couple of years before being elected president. He has proved an excellent head of the order.

Col. C. B. Robbins, manager and general counsel, who after all is the hub of the A. L. C. wheel and who has succeeded in carrying on the activities with admirable efficacy, will give his report at the first session on Wednesday. Miss Mildred Hammond, assistant secretary, will be in charge of the registration desk and will be the source of information during the entire convention for those

(CONTINUED ON PAGE 10)

Salary Allotment Titled Great Social Security Aid

Salary allotment life insurance offers great possibilities for carrying out the social security idea by supplementing the federal provision, especially because it budgets the premium and permits the average man to own the amount of protection that he needs, Col. J. L. Howard, vice-president and director of the Travelers, declared in a fine talk at the one-day sales conference of Travelers managers, assistant managers and agents from several mid-western states held in Chicago.

Colonel Howard called this the "painless premium payment plan." He took credit for originating salary allotment. There was a time, he said, when he needed more insurance than he felt he could pay for. He arranged to have the premium deducted monthly from his salary. When salary increases came along, he arranged to take more insurance but continued his personal budget on the old basis. Thus, he said, he was not spending anything for the insurance.

Must Bolster U. S. Pension

In order for the average man to be able to secure the retirement income under the federal social security act, Colonel Howard said, he must supplement this income with enough income retirement insurance to make his retirement possible, as the federal income will not be paid if he continues to work after age 65. This is where salary allotment insurance comes into the picture.

While salary allotment is especially useful for people of small means, it is just as advantageous to the man wanting a large amount of insurance, he said. Travelers employees and agents are paying for more than \$41,000,000 of insurance in this easy way. He stressed that a salary allotment franchise is like "shooting fish in a barrel." Half the work is done when an employer endorses the plan, and especially if he buys some of the insurance himself.

Benefits Employees, Employer

Office space is furnished by the employer and other assistance given the agent in signing up individuals. The plan is of great benefit to the employers for with it they know their employees have made provision so their widows will not need a handout.

Salary allotment ties in well with the \$100-a-month-for-a-year plan which Colonel Howard also devised. He told how this successful Travelers plan came into being. In 1933 the depression and the bank holidays had made the agents very depressed and likewise their clients. Agents found they could not write insurance on their old prospects. Introduction of the \$100 a month plan in July, 1933, greatly strengthened morale of the whole organization. It gave the incentive to go out and sell an idea. Colonel Howard said: "Any man with a wife, a baby and a \$20 bill is a good prospect for \$100 a month."

Covers Probate Period

He pointed out that income for a year as a rule covers the period in which an estate is being probated. "Used as a precept," he said, "this is a good sale to anyone, no matter what his worth." He told of one agent who makes out 12 facsimile checks, each for \$100 a month, and lays them down one at a time on the prospect's desk, saying "I am not selling life insurance but \$100 checks, and the price is \$26."

"I believe conditions have changed and now warrant a material increase in the production of life insurance," Colonel Howard said. "Business improvement, increase in farm crops and decrease in unemployment have caused the Travelers to lay specific plans for a fall sales campaign." He said service will be stressed. A service slip is to be provided for agents to check the insurance status.

Additional insurance will be suggested and rearrangement of existing insurance wherever it is needed. The Travelers agents being with a multiple line company, will call on clients with many strings to their bow. There will for instance, be opportunity, Colonel Howard said, for direct solicitation of life insurance on the accident service calls.

Hoover Is Optimistic

J. O. Hoover, superintendent of agencies, gave a stirring talk, stating that never in his 28 years of life insurance experience have conditions been more favorable for life insurance selling than in the period of four or five years ahead. The depression has educated the public to the value of life insurance, he said. This is one of the factors that will make the next few years a great life insurance era.

Farm income at present is \$21,000,000 more a week than last year, the largest income in eight years and closely approximating the 1928-29 level. Factory workers are making many millions more this year. He emphasized that sales in the cities are closely tied in with farm income and the farmers are buying life insurance.

Improvement in general business has put young men back in the market for life insurance, he said. Of 43 university departments of business administration, 36 in a survey stated starting salaries of graduates have increased. Technical schools also report starting salaries are higher, some as much as \$175 monthly.

Stresses Retirement Income

Social security, Mr. Hoover said, has popularized the idea of retirement income and the agents can cash in on this present wave of popularity. The people are learning that time kills earning power, a conception that life insurance has vainly sought to be recognized for more than 50 years.

"There is a growing trend toward business life insurance, he said. "A solution of the problem caused by the undivided surplus tax is for concerns to buy money today for future delivery."

He noted that a McGraw-Hill survey showed only 12 percent of business concerns carried life insurance on men of the organizations, but practically all carried general insurance such as fire, automobile, burglary, etc.

Can Write Business Cover

"Every agent can write business life insurance," Mr. Hoover said. "The average business life insurance policy in force is reported to be little more than \$4,000. Another factor working in favor of life insurance is the low rate of interest. W. B. Bailey, our economist, feels the increased rates on annuities will stimulate their sale. The individual must turn to them as they offer the only way to provide an insured retirement income."

Mr. Hoover pointed out that a drop in interest rates from 6 percent to 4 percent means that a man must set aside nearly twice as much in a separate investment plan as he had calculated on to provide the desired retirement income. The rate increase for annuities, he said, is moderate compared to the increase in principal required under other investment plans.

Tells of Many Increases

"The people again have money today to buy life insurance," Mr. Hoover said, "and a very earnest desire to own some." He gave some Travelers figures showing the average policy increase, group sales more than doubled, a large general increase in paid production and new and renewal accident premiums at a new high peak. He also noted there was a very large increase in number of applications. He said that only eight of the

Travelers United States branches have been unable to make production increases this year.

Practical tips on how to get business were given by M. F. Jones, assistant supervisor of agency field service, who is active in educational work. He said the great increase in estate taxes offers a splendid opportunity for agents to place lump sum life insurance to provide cash to pay this levy.

Covering Estate Taxes

He noted one case of a man who died in 1928 whose estate tax amounted to \$120,000. If he had died this year the tax would have been \$290,000. In another case the tax on the old basis was \$200,000, but today it would be \$490,000. In the case of a \$20,000,000 Chicago estate the total tax was \$1,500,000 but if the man died today it would be \$4,458,000.

One lesson of the last few years is the average man's awakening to the importance of income, Mr. Jones said. The agents should lay 90 percent stress on the income features of life insurance.

"Men know today what it means to be without income," he said; "what it would mean to their families." He quoted a statement that life insurance makes a mere incident of death; that it enables the man to live, economically, with his family although not in the flesh. He said there will be 45,000 deaths this year involving lapse and loss of \$55,000,000 income that would have been paid if agents had been on the job and kept the insurance in force. He noted that approximately 80,000 death claims will occur this year on life insurance in force a year or less.

Other Sales Ideas

Mr. Jones fired miscellaneous sales ideas at high speed, touching the high points of the agents' problems today. He said a rejection should not disturb agents. A good way to meet it is to go to the applicant, explain the company will not issue on the plan applied for, possibly for some slight medical reason, and then say a larger retirement income should be secured through another contract.

"Talk the prospect's language," he said. "Cold facts and figures are the wrong idea in selling life insurance."

The average estate shrinks 20.9 percent in the hands of an administrator or executor, he said. Of the smallest estates, 18 percent is absorbed by funeral costs alone. Only 40 percent of the man's obligations, Mr. Jones said, are occasioned by his living; 60 percent comes from his death.

Younger Men Prospects

Mr. Jones gave figures showing how young college trained men are faring in the business world today. Last year, of the approximately 380 graduates of the Harvard School of Business Administration, 350 had jobs when they left school. In Princeton every member of the graduating class was offered a salaried job outside.

Harry W. Anderson, assistant superintendent of agencies, closed the conference, urging the agents to talk benefit dollars instead of rate book dollars. He cited a number of cases to show the advantages of soliciting in this way.

E. B. Dudley, life and accident manager in Chicago, presided and introduced the speakers. He noted a request signed by 154 agents for Mr. Jones to give a "refresher" course in Chicago at least once a year.

Escheat Law Effective Aug. 10

OKLAHOMA CITY.—Effective date of the land escheat statute passed by the 1937 Oklahoma legislature, affecting corporations holding tracts of land in the state, was Aug. 10, it was held in an opinion by the attorney-general. This corrects an impression that the law might retroact to the date when a corporation first acquired possession of land. The 1 percent penalty for the first year may begin as of 1937, it was held. The penalty steps up 1 percent a year until it reaches 6 percent on land that has been held for more than seven years.

Directs New York Life's Ten Agencies in Chicago



LLOYD LAFOT

This week New York Life agency directors and organizers in Chicago tendered a luncheon to Lloyd Lafot, new Chicago supervisor. Vice-president F. A. Wickett represented the home office. Mr. Lafot is a native of Minnesota and a graduate from the United States Naval Academy. He retired from the navy in 1924 and was appointed an agent of the New York Life in Pasadena. Later he became agency organizer in Los Angeles and in 1932 was appointed agency director at Fresno. He now goes to Chicago in full charge of agency work in the 10 branch offices. He is a Chartered Life Underwriter and a past president and former national executive committeeman of the Central California Life Underwriters Association. Although he is still in his thirties he has already made an outstanding record in both personal production and organization work. He has a decidedly pleasing personality. As a successor to the veteran R. E. Whitney his progress in Chicago will be watched with interest.

Will Resume Hearings on New York Code Oct. 14-15

NEW YORK—Public hearings on the proposed code will be resumed Oct. 14-15, Assemblyman R. F. Piper, chairman of the legislative committee conducting the hearings, announced.

The first five articles, dealing with definition, penalties, organization of insurance department, administrative and procedural provisions, organization, licensing and corporate procedure of insurers, and assets, investments and deposits, the last mentioned affecting life as well as fire, casualty, surety and marine companies, will be reviewed Oct. 14. Consideration will be given the next day to Article VI, which treats of agents, brokers and adjusters, life as well as miscellaneous.

Entertain Brainard, Whatley

Elmer Abbey, general agent Aetna Life, and Lytle Gosling, general agent Aetna Casualty in San Antonio, Tex., were hosts to President M. B. Brainard, Vice-president S. T. Whatley and local representatives of the companies at a luncheon there. About 70 were present, including W. G. Harris, Dallas general agent, and J. S. Smith, Houston general agent.

To Have New Home Office

The Santa Fe National Life has taken a long time lease on the building at 211 North Second street, Albuquerque, N. M., and will occupy the entire building.

Boissard New Head of Life Office Management Group

R. A. Taylor Elected Vice-President Along with Four New Directors

Richard Boissard, vice-president and actuary National Guardian Life, succeeds G. A. Hardwick, vice-president Penn Mutual, as head of the Life Office Management Association, which concluded a four-day meet in Chicago. R. A. Taylor, assistant comptroller Sun Life of Canada, is vice-president. New directors include: L. D. Ramsey, secretary Business Men's Assurance; C. M. Taylor, assistant secretary Provident Mutual; R. W. Beeson, secretary Liberty National, and R. E. Langdon, vice-president Guarantee Mutual Life.

President Boissard is considered one of the brilliant young life insurance executives of this country, having made numerous contributions to the literature of life office management before the Life Office Management and other associations. He has been vice-president of the association for the past two years.

Montreal was selected as the convention city for 1938. Although no date has yet been set, it will be held some time in the fall.

Fitzgerald Addresses Meet

Poor persistency and high premium frequency as a part of acquisition expense can be overcome through a rigid application of L.O.M.A. principles stated Edmund Fitzgerald, vice-president Northwestern Mutual Life, in an address on "Management's Responsibility to Policyholders and Employees." Mr. Fitzgerald replaced M. J. Cleary, president of the company, who was scheduled for the talk but unable to be present. Managerial responsibilities are both economic and social, he commented. Life insurance has reached out voluntarily and taken on the responsibilities of trusteeship and stewardship and is an institution designed to render service. Policyholders acceptance should be further sought by an extension of this service and management's effort to lower costs. "Elimination of waste and the reduction of costs is our primary responsibility," he stated. Relationships with policyholders and employees should be built upon the basis of understanding the individual and not mere masses of people. Management should consider it its duty to direct and guide employees in the channels of life insurance for which they are best fitted so that these same employees will redirect their best efforts toward management. "It is a violation of trusteeship not to take advantage of the improvements in administrative equipment," he stated. Cost consciousness should be encouraged through the training of employees, but "evolution" not "revolution" should be the watchword for methods and materials. He paid tribute to the L.O.M.A. for its part in the efficient conduct of the business and acknowledged what had already been done in the field. "Management's responsibility to employees and policyholder is a joint responsibility," he concluded, "and an intelligent viewpoint requires stimulation of these duties to increase life sales."

Joint Panel Discussion

Policyholder relations from the home office and field viewpoints were the subject of a joint panel discussion with the Life Insurance Sales Research Bureau at the concluding session. L. B. Hersholt, manager of agencies Berkshire Life, was chairman. Those representing the home office viewpoint included: E. A. Brock, assistant general manager and actuary Great-West Life; R. C. Wether-spoon, secretary Midland Mutual, and

Talks to L. O. M. A.



EDMUND FITZGERALD

Vice-president Edmund Fitzgerald of the Northwestern Mutual Life, who spoke before the annual meeting of the Life Office Management Association in Chicago Thursday of last week, has not addressed life insurance bodies to any great extent. His appearance therefore elicited attention and interest. Mr. Fitzgerald is a financial man and is much interested in proper conduct of the life insurance business.

A. L. Porteus, vice-president Indianapolis Life, Field viewpoint in the discussion included: Karl Ljung, Jr., assistant secretary Jefferson Standard Life; A. J. Johannsen, assistant to Chicago general
(CONTINUED ON PAGE 11)

Chicago Merchants Have Four Million in Insurance

Eighteen years ago two youths in their early 20's and in meager financial circumstances each bought a \$1,000 life insurance policy. Today each has over \$2,000,000 life insurance. They are Maurice Goldblatt, president, and Nathan Goldblatt, secretary-treasurer of a chain of 10 Goldblatt department stores.

The bulk of the \$2,000,000 policies placed on each of the brothers has been written and paid for in the last year and a half. It is about equally divided between business and personal insurance.

The Goldblatts who are now in their early 40's started their own department store about 20 years ago. They have a regular Alger book background, coming to this country from Poland in 1906. In 1914 together with his brother Nathan, Maurice opened a store at Chicago and Ashland Avenues, with a combined capital of \$500. They have acquired 10 stores, seven of which are in Chicago, the other three being in Hammond, Ind., Gary, Ind., and Joliet, Ill. During the period while they were building their present \$50,000,000 retail store business they have constantly added to their original \$1,000 life insurance policies. There are three other Goldblatt brothers and a brother-in-law actively identified with the business who are also strong believers in life insurance and every one of them has at least \$250,000 life insurance.

Cold Canvass Solicitation

The bulk of the life insurance of Maurice and Nathan Goldblatt was placed by Milton A. Goldstandt, who is associated with the Hintzpetz agency of the Mutual Life in Chicago. The

Goldblatt business was the direct result of a cold canvass solicitation. A friend of Mr. Goldstandt asked him if he had ever called on the Goldblatts. Mr. Goldstandt hadn't and in fact he didn't know much about them. In June, 1936, he called on the Goldblatts and had a difficult time getting an interview, but as a result of the first interview he secured a \$100,000 application from each of the brothers. With this entree Mr. Goldstandt went over the tax situation with the Goldblatts and showed them how they needed more life insurance to take care of the inheritance and estate taxes. The Goldblatts were planning to purchase the Davis store on State Street in Chicago from Marshall Field & Co. at the time, and Mr. Goldstandt pointed out the need for additional insurance on account of the anticipated purchase. The Goldblatts were already sold on the idea of insurance and with the Davis Store investment involving many millions of dollars, they realized the necessity for a substantial amount of life insurance.

Not Easy to Place

Jumbo risks are not easy to place nowadays and the Goldblatt case is one of the largest since 1929. The business is placed in 12 companies of the highest standing. The companies scrutinized the Goldblatt risks thoroughly. The brothers were examined by a group of 17 doctors 32 times. Cardiograms, x-rays, orthodiagrams and clinical examinations were all used to check the risks. It is almost impossible for an individual to secure over \$1,000,000 life insurance today unless he is able to pass the most exacting examination.

Have Own Tax Lawyer

Mr. Goldstandt and his associate, T. G. Galloway, formerly with the Retail Credit Company, are specializing in tax cases. Last year Mr. Goldstandt was responsible for over \$6,500,000 life insurance and this year is well over the \$3,000,000 mark. Mr. Goldstandt and Mr. Galloway have their own expert tax attorney and they don't attempt to give a client the last word on tax matters themselves. Mr. Goldstandt feels that the average underwriter with only a small knowledge of estate taxes should never attempt to infringe on the business of a competent attorney who has specialized in nothing but tax matters.

New Organization Is Formed by Texas Life Companies

DALLAS—A formal organization of Texas legal reserve life insurance companies was formed here, to be known as the Texas Association of Life Insurance Executives. It succeeds the Texas Life Convention, which has been operating on a voluntary basis for many years. The new organization is open to executives of both stock and mutual legal reserve companies.

Earle B. Smyth, president Fidelity Union Life, Dallas, was elected president. He has also headed the Texas Life Convention. Burke Baker, president Seaboard Life, Houston, was elected vice-president and E. G. Brown, vice-president and actuary Southwestern Life, Dallas, secretary-treasurer. Mr. Brown had been secretary-treasurer of the Texas Life Convention for more than 20 years.

The new association is designed to give executives of legal reserve companies in Texas an open forum for mutual problems. It is open to any executive officer of the companies, the membership being on a personal rather than a company basis.

The American

Thirty-one years ago the American Life Convention was founded. In July of last year 202 companies were members. Next week, in Chicago, October 11 to 16, will be held this year's annual meeting.

For many years the Convention's annual meetings, and that of its Medical Section, have been among the best of inter-company conferences. The topics have reached into the uttermost parts of life insurance work and the life insurance field. The speakers have been men of eminent ability. And the resulting beneficial influence has been strongly felt in all other sections of the country, and not alone in those from which the larger part of the membership has been drawn.

Few other vast businesses are as strongly supported by a cooperative spirit among its members as is our own. Necessarily there is competition in salesmanship and in the service contracts we issue. But to the inherent fundamentals almost all companies are loyal, and through such organizations as the American Life Convention institutional stability is fostered and effectively maintained.

THE PENN MUTUAL LIFE INSURANCE CO.

WM. H. KINGSLEY, President

Independence Square

PHILADELPHIA



WHAT CAN YOU GROW HERE? We Grow Men!

There's a story told about an immigrant landing on the shores of America, eager to find land and plant his crop.

Spying a grizzled pioneer at a corner of his field, the immigrant approached and asked "What Can You Grow Here?"

The old pioneer lifted his weather-worn face, and replied "Partner, we grow men here!"

In much the same spirit, this institution surveys its field force of some 3500 men who serve it in twenty-one states stretching from the Atlantic to the Pacific.

"We grow men here, too."

... ambitious men; trustworthy men; men who forge ahead to earn for themselves the commanding positions awaiting them in an ever growing organization.

We're proud of the growth and the record it has been our privilege to make in recent years—but we're more proud of the men who made those records.

We grow men here—and when we stop doing that, we ourselves shall no longer grow.

The NATIONAL LIFE AND ACCIDENT Insurance Co., Inc.



HOME OFFICE, National Building, NASHVILLE, TENN.

C. A. CRAIG, Chairman of the Board, W. R. WILLS, President



THE SHIELD
COMPANY

Group Premium Allocation for Taxation Is Problem

Uniformity Is Needed, Counsel Sterling Pierson of Equitable Society Points Out

The allocation of group premiums for premium tax purposes is a problem with which the insurance companies are powerless to deal effectively and some sort of effort is needed to bring about uniformity, according to Sterling Pierson, counsel for the Equitable Society, who addressed the meeting of the insurance section of the American Bar Association in Kansas City.

Company managements, he said, increasingly are encountering difficulties in reconciling the conflicting tax statutes of the various states. These conflicts, the companies are powerless to correct, but they are the source of increasing difficulty with administrative authorities.

Cites Wyoming Case

He cited the example of Equitable Society vs. Thulemeyer, 52, Pac. (2d) 1223, rehearing denied, 54, Pac. (2d) 896. Wyoming had claimed premium taxes on two policies, one non-contributory and one contributory, issued to the Union Pacific. The claim was with respect to premiums paid as to employees of the Union Pacific alleged to be residents of Wyoming. Both policies had been applied for, issued and delivered outside of Wyoming. All premiums on both policies had been paid to the Equitable from points outside of Wyoming. It was a self-accounting group, and all of the employer's records with respect to the insurance were maintained outside of Wyoming. It was not possible to determine which employees were residents of Wyoming as of any one date, but it was conceded that a comparatively small proportion did so reside. It was shown that premium taxes had actually been paid on the premiums as to which Wyoming sought to impose the tax. The statute imposed a tax upon the gross premiums received by the insurer for insurance within the state. Nevertheless the Wyoming supreme court held that no constitutional objection existed against the tax in question.

Mr. Pierson treated the general proposition of conflict of laws.

Binding Receipt Cases

One of the fields in which the conflict problems cause most confusion is that of binding receipt cases, he said. There is a disposition on the part of the courts, he declared, to see that a policyholder who deals with the company on a binding receipt basis, is not subsequently subjected to any disadvantage.

In view of the fact that the binding receipt business was the most favorable in character to the company, it seemed unfair in this case, according to Mr. Pierson, to penalize this type of business by subjecting it to a defense which could not have been used against the policyholder who had paid the first premium only when the policy was actually delivered to him in the foreign jurisdiction. Accordingly, the defense was abandoned. There have been recent indications that at least some of the courts are no longer prepared to differentiate the binding receipt cases for conflicts of law purposes.

Residents of a state want the benefit of local regulation of the insurance business, he said. The question is how to perpetuate this regulation with the greatest possible degree of uniformity. Too much diversification is costly to the policyholders. The companies will continue to survive despite wide diversification of judicial, statutory and administrative regulations, but they would like to see a greater degree of uniformity. The administrative officials of the state are the proper ones to assume the leadership for such uniformity. They have an opportunity to give the business a "hoist"

Wins Advancement



ROBERT M. GREEN

Robert M. Green, who was recently elected second vice-president of the Prudential, is regarded as an increasingly important factor in the organization.

by actively sponsoring legislative measures that will eliminate some of the existing uncertainties.

Henry V. Gott of Wichita read a paper on the status of the incontestable clause as a basis for equity jurisdiction in cancellation and rescission cases. A standard legal rule is that if a party has a good legal defense he must await suit where he can use that defense, and cannot bring suit of his own to declare an obligation void. In life insurance cases where the company discovers fraud before the end of the incontestable period it often wishes to take up the policy, because if the policy stands to the end of the contestable period its legal position will be very difficult, whether the insured is alive or not. Mr. Gott reviewed two recent decisions of the United States Supreme Court which seem to establish the right of the insurance company to proceed in equity for cancellation, instead of awaiting suit by the beneficiary. The cases were *Enelow vs. New York Life*, 293 U.S. 379, and *American Life vs. Stewart et al.*, 299 U.S., decided in 1937.

Practically the same subject was covered by Frank E. Spain of Birmingham, Ala., in his paper on availability in federal equity of the remedy on cancellation for fraud in the procurement of insurance. Mr. Spain spoke in another division and reviewed the same cases, with some additional ones in lower courts.

Brown Elected Chairman

Howard D. Brown, general counsel of the Inter-Insurance Exchange of the Detroit Automobile Club, was elected chairman of the insurance section at the meeting in Kansas City. L. C. Spencer of Rochester, N. Y., was reelected secretary. Jesse A. Miller of Des Moines is the retiring chairman.

Those elected to the council of the section are: P. E. Reeder, Kansas City; Harry LaBrun, Philadelphia; Felix Hebert, Newark, and C. F. Robinson, Portland, Me.

Considerable discussion developed at the meeting of the insurance section concerning the proposed bill dealing with unauthorized insurance companies. Felix Hebert of Providence, R. I., counsel for the factory mutual fire insurance companies, voiced strong objection to the bill, but he was overruled and the section approved the report of the committee and the proposed bill.

E. W. Patterson of Columbia University, chairman committee on qualification and regulation of insurance companies, suggested that a round table discussion on this subject be held at next year's convention.



Cummings to Travel 50,000 Miles in the Next Year

Plans Most Extensive Itinerary Ever Undertaken by a National President

O. Sam Cummings, president National Association of Life Underwriters, will hold a series of conferences with officers, directors and committee chairmen of local and state associations which in the aggregate will take him more than 50,000 miles in the next 12 months, undoubtedly the most extensive itinerary ever attempted by a nation president.

His purpose will be to seek organization ideas to be handed on to other associations and to counsel with association officers concerning local problems. In addition he will fill speaking engagements before local and state meetings and sales congresses in all the cities he will visit. In many cities he will address general agents and managers associations, discussing objectives of his administration pertaining especially to them.

Plans have also been made for a special National association trustees meeting to be held at the Waldorf-Astoria, New York City, Dec. 1.

Mr. Cummings' itinerary for the rest of October includes attendance at the American Life Convention meeting in Chicago, Oct. 11-13; Pittsburgh Sales Congress, Oct. 14; Illinois Sales Congress, Peoria, Oct. 15; joint meeting St. Paul and Minneapolis associations, Oct. 18; joint meeting Kiwanis and Life Underwriters Association, Fargo, N. D., Oct. 19; South Dakota State Life Underwriters Association at Huron, Oct. 20; Missouri State Association and St. Louis Association, Oct. 22; Life Agency Officers meeting, Chicago, Oct. 26-28; Ontario Provincial Sales Congress, Toronto, Oct. 29.

Makes a Record



CHARLES E. SEAY
Dallas

Charles E. Seay, agent of the Southland Life at Dallas, is a member of the famous Seay family, a nephew of President Harry L. and a son of the late Dr. D. E. Seay. He is a brother of George Seay, who is a member of the firm which represents the Southland as legal counsel. He has made a great record, having signed his contract Sept. 4, 1936. He is reviewing his first year's work. He wrote 109 applications for \$272,527 and had issued 101 for \$253,427. He entered the agency field of the Southland Life fresh from college with no previous experience in life insurance. The Southland Life house organ says:

"During each of his first 12 months as an agent, he has consistently produced.

He was married in June, but even his honeymoon had the effect of only a temporary slow up in his life insurance work. With a monthly average of over nine applications for nearly \$23,000 during his first year in the business, it is easy to predict even greater successes for Charlie Seay. How does he do it? Just this—Charlie has appointed himself as his own boss. That boss is a hard driving disciplinarian. So we find Charlie hard at work all the time."

Property Management Is Task for the Specialist

Property management is a subject that has been forced on the attention of many insurance companies during the depression period due to the buildings that had to be taken over under foreclosure. Most companies found themselves not properly organized in this special field and have had varying degrees of success in operating such properties.

Alertness, Special Knowledge Needed

Best results, according to Raymond P. Mulvaney, property management specialist of Chicago, can be secured by employing the services of a man or firm with long experience in this line. The companies in retaining such properties have had a stabilizing effect on the market, but alertness and specialized knowledge are necessary in maintaining a profitable ratio of occupancy of buildings, in maintenance and repair work, and other factors which preserve or enhance the property's value.

Mr. Mulvaney has had 20 years' experience in managing real estate of all types in Chicago territory. He is agent for several Chicago properties including 100 West Monroe street, Chicago, where are his headquarters.

Read *The Heart Decides*—a sales book that will show you how to improve your business. \$1.50. *National Underwriter*.

NEWS OF WEEK

American Life Convention's annual gathering next week will be highly important.

* * *

Pennsylvania State Association of Life Underwriters holds sales management conference.

* * *

Houston celebrates victory in securing National association meeting in 1938. Convention committee named.

* * *

Companies use one-time contracts on other than full-time agents.

* * *

Richard Boissard, National Guardian Life, elected president of Life Management Association.

* * *

Salary allotment life insurance as means of general social security stressed at Travelers central west sales conference in Chicago.

* * *

Chicago merchants have over four million in life insurance.

* * *

O. Sam Cummings, president National Association of Life Underwriters, starts extensive tour, expects to travel 50,000 miles this year.

* * *

Kentucky Home Mutual announces new family protection policy.

* * *

R. M. Giffen of E. A. Woods agency describes pitfalls in inducting and supervising new agents.

* * *

"Apps for Apples" in October

"APPS FOR APPLES" is the slogan of the "App-le Harvest Month" campaign for October sponsored by the Central Life of Iowa. This campaign, based on the harvest time of the year, is built around the big red, juicy apple, symbolic of a happy and bountiful harvest time, and how life insurance can make life's harvest time just as bountiful and happy for those entitled to reap because they had formerly sown.

1907 *Thirtieth Anniversary* 1937



HENRY HELPSSELL Says —

Systematic planning to maintain high renewal percentage is as essential to success as is the acquisition of new business . . . hence alert

Jefferson Standard representatives limit this lapse factor by careful selection of new business, and further safeguard their efforts by utilizing Home Office reminder aids plus regular, personal contacts . . . higher year-round earnings result.

A. R. PERKINS—*Agency Manager*

Jefferson Standard Life Insurance Co.

JULIAN PRICE PRESIDENT

GREENSBORO, NORTH CAROLINA



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Who Said Women Don't Bring Home the Bacon

"Somebody said it couldn't be done, but she . . ."—Yes, Miss Agnes M. Bruder of the P. B. Hobbs agency of the Equitable Society, Chicago, sold a \$937,500 retirement annuity policy. The \$37,500 yearly premium should make any male producer jealous.

The policy was on the 10 year plan, with the Equitable Society taking 75 units amounting to \$187,500. Other companies involved include Mutual Life of New York, Prudential, Travelers and the National Life of Vermont. The name of the policyholder was not disclosed.

She is the first woman producer known to qualify for the Million Dollar Round Table for 1938.

This is not the first time Miss Bruder has broken into the life insurance firmament as a brilliant female star. In 1926 she wrote a \$750,000 policy on a prominent Chicago entertainer and orchestra leader. She is a consistent \$500,000 a year producer and has an extremely high persistency record, only a limited number of minor lapses occurring since she entered the business.

Miss Bruder entered the life insurance business in 1920, associating herself with the Holzman agency of the Equitable Society in Chicago. In 1929 she went to New York but returned in 1932 to the P. B. Hobbs agency which took over the Holzman agency in 1926. A good education coupled with an attractive appearance and an engaging personality has fitted her well for the insurance business. The majority of her business is from men clients with the average policy running around \$10,000.

Method of Selling

Mrs. F. K. Alexander, assistant manager of the Hobbs agency in charge of the women agents, makes a close analysis of Miss Bruder's methods, saying that she is one woman writer who does not talk herself out of business. She allows sufficient time for the client to find out what he is buying. She does not appear unusually eager to put over the deal but figures out her client's situation and needs before making snap judgments as to what he should buy. She does not undertake to do any cold canvassing, finding that she attains better results by knowing where there is a need and governing herself accordingly. Practically all of her business is binder business. In other words, she gets the signed application in almost every instance.

When asked what she would do with the money received in commissions from this contract, she declared she would buy more annuities for herself.

Fete Klingman in San Antonio

SAN ANTONIO—A luncheon honoring W. W. Klingman, Texas manager for Equitable Society, was attended by approximately 70 insurance men, bankers, and other business men. Paul C. Creamer, San Antonio, Southwestern Life agency manager, presided and introduced Mr. Klingman, Chester W. Klingman, who will be in charge of the San Antonio office, and F. T. Limont, staff assistant to Vice-president W. J. Graham.

Handle Protective's Advertising

Silver & Douce, Birmingham, Ala., has been named to handle the advertising of the Protective Life. Newspapers and direct mail will be used. The agency has moved to the Protective Life building.

Skit Hits Unlicensed Outfits

ST. LOUIS.—The Better Business Bureau of St. Louis in its Sunday evening broadcast recently in radio skit presented the menace and evils of "unlicensed insurance."

The skit deals with the unlicensed

racket type using low cost and no medical examination as the sales appeal, in luring victims to make regular payments of premium, and attempting to avoid its financial responsibility by one-sided tricky contracts when claims arise. Except for names the skit portrayed an actual case from the bureau files.

Answers and inquiries were received within three days from Ohio, Illinois, Arkansas and Missouri. The public inquired for details on various types of

insurance, or reported instances of similar bilking with which they were acquainted. During the past year the bureau handled 1,153 inquiries and complaints on insurance.

Smith in Midwest

Harold Smith of the Mutual Benefit Life's home office agency department was in Chicago last week and this week is in Indianapolis in connection with the

school being conducted by the Virgil W. Samms general agency of the company there.

Two Companies Join A. L. C.

The Monumental Life of Baltimore, and the Manhattan Life of New York have been elected members of the American Life Convention. These additions increase the roster to 143 companies.

—An advertisement appearing currently in business magazines—



ARE you your own boss — in business for yourself . . . if so, you are not eligible for Social Security old age benefits. It is assumed that you, as a proprietor, will "look out" for yourself. Are you doing it?

The John Hancock Selective Security Policy provides you with a monthly income for life . . . after age 65.

This modern Selective Security Plan is so flexible that it is adaptable to every family need.

While the children are small it provides financial protection; if your wife has to continue without you after the children become self-supporting, she can receive a life income from this policy; and after you reach sixty-five, both you and your wife will enjoy a monthly income which will continue the rest of your lives.

Professional men — all proprietors operating their own businesses for their

own account — these and many others should send for our authoritative booklet. It explains briefly and in non-technical language, the retirement and Social Security problem and how it affects you. It is absolutely free and there is no obligation.

DEPARTMENT
JOHN HANCOCK MUTUAL LIFE INSURANCE CO.
Boston, Massachusetts

Please send me your booklet, "Selective Security."

Name _____

Address _____

City _____ State _____



JOHN HANCOCK MUTUAL LIFE INSURANCE COMPANY

GUY W. COX, President

IT TAKES ALL 3



The 3 MARKETEERS!

① Accident

② Health

③ Life

INSURANCE

B.M.A. salesmen in every section have the advantage of offering the "3 MARKETEERS." That means they have the most marketable insurance to sell, because it offers complete protection to every prospect.

Yes, B.M.A. salesmen are continuing to establish new sales records every month, because they are selling a complete insurance service which must include Life, Accident and Health insurance.

BUSINESS MEN'S ASSURANCE CO.

Kansas City, Missouri

W. T. Grant, President
J. C. Higdon, Vice-Pres.
In Charge of Sales

Social Security Chairman Outlines Federal Program

Extension to Additional Classes Set Forth as Future Objectives In Association Address

The extension of the social security act to cover domestic workers, farm laborers and others not under the present law was set forth as a future objective by Dr. A. J. Altmeyer, chairman of the Social Security Board, in a talk to the National Association of Mutual Insurance Companies' convention. The board favors the extension of benefits to a large proportion of citizens as rapidly as experience warrants, he said. The main reason for excluding certain occupations from the original enactment was due to the practical problem of administration.

The criticism that the social security act does not provide sufficient benefits to maintain the retired worker according to his customary standards of living was considered by Dr. Altmeyer. To over-emphasize this point, he said, is to lose sight of one of the basic characteristics of life insurance. An individual insurance policy is set up on a selective basis and can aim to give the fullest possible protection against particular and individualized needs. Group insurance is less selective while social insurance is wholly non-selective as it has wide limits and must take poor risks with the good. Even if it were possible, it is not desirable to expect social insurance to provide more than a back log of security, said Dr. Altmeyer. The remedy might prove worse than the ills it is intended to ward off. "We must never forget that the individual necessity of preserving incentive, personal initiative and thrift is as vital as the necessity of safeguarding a minimum standard for all the people," said Dr. Altmeyer.

Furnish Solid Footing

All social legislation is intended to do is to furnish the individual a solid footing on which to achieve security for himself. There is already considerable evidence that the old age security is operating to stimulate private provisions. The act as a whole seems far more likely to prove an asset rather than a detriment to the insurance business, said Dr. Altmeyer.

In answering the objections to the gradual increase to the ultimate 3 percent tax by both the employer and employee and the setting up of a huge reserve, Dr. Altmeyer did not indicate that there would be any modification but spoke in their defense. The test of sound insurance financing is the assurance that benefits can and will be paid when due, he said. The authors of the present plan realized that current cost financing has never been satisfactory in the insurance field and they were determined to avoid the pitfalls that brought the early fraternal societies to grief. Inasmuch as the tax and reserve increase will be gradual, Dr. Altmeyer said it is better to concentrate on the practical business of administering the existing law rather than attempting to speculate on what will happen two generations hence.

Texas Speakers Announced

President O. D. Douglas of the Texas association, announces the following speakers for the October meetings of the local associations: Gail Johnson, St. Louis, division manager Metropolitan Life, at Beaumont, for a joint meeting of the Port Arthur and Beaumont associations Oct. 7; at Houston, for a joint meeting of the Galveston and Houston associations Oct. 8, Austin, Oct. 9, and San Antonio Oct. 11; A. C. Bayless, Houston, general agent Southland Life, at Corpus Christi and O. D. Douglas at San Angelo Oct. 12, Abilene Oct. 13, Lubbock Oct. 14, Amarillo Oct. 15, Wichita Falls Oct. 16, Fort Worth, Oct. 18, and Waco Oct. 19.

Life Company Official at Dallas Convention



H. H. ARMSTRONG

For the first time in the history of the National Association of Insurance Agents, the organization of local fire and casualty agents, holding its annual convention at Dallas, this week, has the head of the agency and production department of a large life company been present to meet those in attendance. Vice-president H. H. Armstrong of the Travelers is on hand, making the long journey from Hartford to be present. Mr. Armstrong says: "The Travelers is represented more and more in agencies writing a general business. We have found their offerings especially desirable. While there is the need for the life insurance specialist, we are not overlooking the offices that desire to serve their clients with all forms of insurance."

O. Sam Cummings, president of the National Association of Life Underwriters and Texas manager of the Kansas City Life, was called to the platform and commented on the similarity of problems confronting both fire and life company representatives. This was the first time a president of that national life body has addressed the fire organization.

Day of Low Standards Is Now Passed, Says Cummings

NEW ORLEANS.—The day has passed when a new agent can take an insurance rate book and go out and "sell his friends," O. Sam Cummings, Dallas, president of the National Association of Life Underwriters, told the New Orleans Association of Life Underwriters at a banquet. "For three years the association has carried on a campaign to eliminate unfit and unqualified agents in order to improve service to the policyholder," Mr. Cummings said. "It also has given general agents and managers additional information on sound personnel selection methods, to improve the quality of their representatives. Life underwriting in the United States is 102 years old, but only in the past 10 years has it been put on the plane of a profession. It has graduated from something in which 'just anyone' can engage to a business which requires special preparation. One of the most profound influences to that end has been the courses in insurance, now offered in nearly 100 universities and colleges, sponsored by the American College of Life Underwriters."

Dunne Gets Indiana Charter

Articles of incorporation have been filed with the Indiana secretary of state by Dunne's International Insurance Reports and the "Insurance Index" at 16 Voigt building Jeffersonville, Ind.

Daniel Urges Revision of Texas Insurance Laws

R. L. Daniel, chairman of the Texas board of insurance commissioners, in an annual report filed with Governor Allred, recommended that the insurance laws of Texas be rewritten for the purpose of eliminating many inconsistencies that exist. Laws passed from time to time frequently do not take into consideration laws already in existence, he said.

Chairman Daniel stated the agents' license law has created a new division by which charges of misconduct of agents and violation of the insurance laws of Texas are as vigorously investigated as a limited corps of investigators will permit. The last year 13,712 agents' licenses have been issued.

Chairman Daniel also commented that reports received from the companies over the state indicate that insurance written during 1937 will show a very decided increase over that of the last four or five years.

"We believe that the law with reference to the organization of stock life insurance companies should be amended so as to require not less than \$250,000 capital and surplus before a company can receive a charter and obtain a permit to write life insurance business in this state," Mr. Daniel stated in his report. The law permitting the organization of mutual legal reserve life companies, commonly known as 'Chapter 7,' should be materially changed or entirely repealed, he commented. "It is folly to permit a law of this kind to remain on the statute books as it must result in an injustice done the public generally."

\$250,000 Surplus Required

Recommendation was made that this law be so amended as not to permit the organization of a mutual legal reserve company without a contributed surplus of at least \$250,000. Another recommendation was that the law be so amended as to prevent any insurance organization from investing more than 5 percent of its assets in a home office building or loaning more than a reasonable percentage of its assets to any one person or corporation or investing the same in any one project.

Texas now has 33 legal reserve stock life insurance companies and 14 legal reserve mutual life companies licensed by the department. Ninety-four legal reserve life insurance companies of other states now doing business in Texas have insurance in force of \$1,537,946,740.

New Advertising Head Of Canada Life



SCOTT FYFE

Scott Fyfe, formerly insurance editor of the "Financial Post" of Toronto, has now become associated with the Canada

To Have Busy Week



MISS MILDRED HAMMOND, Chicago

Miss Mildred Hammond, assistant secretary American Life Convention will be in charge of the registration and information desk at the Edgewater Beach Hotel, Chicago, next week, when the organization holds its annual meeting. She is the head of the convention detail and very quietly but effectively does a splendid piece of work.

Massachusetts Savings Banks Want New Mortality Table

BOSTON—The controversy of many years standing between the agency mutual life companies and the savings bank life insurance system of Massachusetts threatens to break out into the open again, as a result of an aggressive policy displayed by Judd Dewey, deputy commissioner of savings bank life insurance.

The directors of the savings bank system have appealed to Commissioner DeCelles for the establishment of a new mortality table, which would result in lower reserves and lower rates for the system. Deputy Dewey maintains a new mortality table is needed, basing the savings bank life premium rates on American Men and Canadian Men tables of 1918, instead of the American Experience tables, now generally required by statutes the country over. The newer tables show a lower mortality than the 77-year-old American table and would consequently result in lower rates if adopted.

It is understood Deputy Dewey did not receive the approval of Commissioner DeCelles and then proceeded to take the matter to the secretary of the governor, with the governor eventually referring the matter to the attorney general's office.

Former Governor Curley was most partial to savings bank life insurance, being president of one of the banks handling the plan. The present governor is not so connected, and the proposition would seem to have less chance of success than had it been submitted a year ago.

Cleveland Supervisors to Meet

The next meeting of the Supervisors Group of the Cleveland Life Underwriters will be held on Oct. 11. W. J. Schmidt, John Hancock Mutual Life, will be the discussion leader.

Life. Mr. Fyfe will supervise the advertising program, publications, policyholders' service, field service and public relations.

More money with accident. Read *Accident & Health Review* for details. \$2 a year. 175 W. Jackson, Chicago.

Sound Counsel

Intelligent advisory counsel is one of the most valuable services you can render your clientele. Proper protection, the right policy for the right purpose, a balanced program of protection . . . these are as much a part of the service for which they pay as the policy which they receive.

Continental Assurance can help you in personalizing life insurance programs. Supplementing a wide variety of policies for specific purposes, the Company maintains special advisory service to aid our representatives in the solution of individual insurance problems.

Continental

ASSURANCE COMPANY

CHICAGO, ILLINOIS

Affiliated with

CONTINENTAL CASUALTY COMPANY

Chicago to Have Big Gathering

(CONTINUED FROM PAGE 1)

who are seeking their way around. Other members of the executive staff who will perform are M. E. Benson, attorney, who will give a review of the recent decisions at the Legal Section and Associate Counsel R. H. Kastner, who will review the legislation and departmental actions for the year. Lillian Wille, assistant treasurer, will be also at the registration desk to render service.

The American Service Bureau people naturally will be on hand with President Lee N. Parker, Executive Vice-president Barrett Woodsmall and Vice-president M. B. Cederstrom mingling with the crowd in the lobby. The wives of the men of the executive staff are always present and lend much to the charm of the occasion.

The annual dinner will take place Thursday and this will give the opportunity of a large number who will arrange to leave that evening to be present and yet catch a late train for their destination.

It is expected that the woman president of the National Fraternal Con-

gress, Mrs. Dora A. Talley, president of the Woodmen Circle of Omaha, will represent that body in the fraternal greetings that will be given Thursday morning. It is also expected that State Insurance Director Ernest Palmer of Illinois will be present to say a word or two for Illinois. He will be attending the big casualty convention at White Sulphur Springs the first part of the week and is arranging to get to Chicago to appear at the A. L. C. convention. He also will represent the National Association of Insurance Commissioners, being immediate past president. It is expected that the new president of the National Life Underwriters Association, O. Sam Cummings of Dallas, state manager of the Kansas City Life, fresh with the laurels bestowed upon him at the Denver meeting, will be present to speak for his organization.

At the executive session a special memorial feature will be devoted to J. B. Reynolds, president of the Kansas City Life, one of the founders and the first president of the A. L. C., and the only man who has been twice president. Regarded as the nestor and father of the organization, its guiding hand and its first citizen, members will desire to see proper honor accorded to his memory.

Special tribute will also be paid George Graham, executive vice-presi-

dent Manhattan Life, former A. L. C. president and one of its greatest pillars. The organization was singularly successful in securing President L. A. Lincoln of the Metropolitan Life, head of the largest financial institution in the world, to appear at the Thursday morning session. He naturally is an outstanding man and a forceful leader.

Commissioner Ham Working Up Special Car For Far West Contingent

Commissioner A. J. Ham of Wyoming is working up a special Pullman out of Cheyenne that will go through to New York City at the time the National Association of Insurance Commissioners meets there. Cheyenne is the first major stop after the three coast routes hit the main line of the Union Pacific. Those boarding trains out of Los Angeles or Portland will be consolidated into the Portland Rose-Los Angeles Limited, which will be the train that the insurance people will take. Those coming in from the San Francisco route will arrive on the Overland.

The dates for the New York meeting are Nov. 29-Dec. 1. Most of the insurance people and commissioners will want

to reach New York City Sunday morning, Nov. 28. Therefore, Commissioner Ham suggests that the special Pullman leave Cheyenne Nov. 26 at 8:20 a. m. That will arrive in Chicago the next morning at 8:42 a. m. The Pullman will leave Chicago over the New York Central at 2:45 p. m., arriving in New York at 9:05 a. m. the next morning. By this means Commissioner Ham expects to consolidate the far western delegation.

R. A. Cunningham Advanced

R. A. Cunningham, formerly field assistant in the Travelers 42nd street office in New York City, has been made assistant manager of the same department at the 55 John street branch. He succeeds C. O. Falkenhainer, who recently resigned to become manager in New York City for the Bankers Life of Iowa.

Statement of the Ownership, Management, Circulation, Etc., Required by the Act of Congress of August 24, 1912

Of The National Underwriter, Life Insurance Edition, published weekly at Chicago, Ill., for October 1, 1937:
State of Illinois } ss:
County of Cook } ss:

Before me, a Notary Public, in and for the State and county aforesaid, personally appeared John F. Wohlgemuth, who, having been duly sworn according to law, deposes and says that he is the Secretary of The National Underwriter Co., publishers of The National Underwriter, Life Insurance Edition, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Publisher, The National Underwriter Co., Chicago, Ill.
Editor, C. M. Cartwright, Evanston, Ill.
Managing Editor, C. M. Cartwright, Evanston, Ill.
Business Manager, H. J. Burridge, Hinsdale, Ill.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.)

The National Underwriter Co., Chicago, New York, Cincinnati.

E. J. Wohlgemuth, Cincinnati, Ohio.
C. M. Cartwright, Evanston, Ill.
H. J. Burridge, Hinsdale, Ill.
G. W. Wadsworth, Chicago, Ill.
John F. Wohlgemuth, Hinsdale, Ill.
R. E. Richman, Hartford, Conn.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.)

None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner, and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the six months preceding the date shown above is (This information is required from daily publications only.)

John F. Wohlgemuth,
Secretary The National Underwriter Co.,
publishers The National Underwriter,
Life Insurance Edition.

Sworn to and subscribed before me this 25th day of September, 1937.
(Seal) James C. O'Connor, Jr.,
Notary Public.

(My commission expires July 27, 1941.)

A LEADER FOR THE LINE

When the manufacturer has a large number of related items to sell he focuses his advertising on a "leader which carries the line." The public accepts the prestige of the "leader" as a measure of the worth of the other products.

So it has been with Fidelity's famous "Income for Life" plan—the first life insurance contract to guarantee an income to the insured for as long as he lives, originated by the Fidelity thirty-five years ago and still one of the most potent approaches known for the sale of life insurance.

Coupled with a direct mail lead service which in twenty-two years has been directly responsible for the writing of more than a quarter of a billion of insurance, Fidelity's "Income for Life" plan is indeed a "leader" of unusual effectiveness. Social Security has given emphasis to "Income for Life" which is daily reflected in increased "consumer acceptance" of this Fidelity leader.

Disability income benefits of \$10.00 per thousand may be added to this contract. Survivorship and Continuous Installment riders are also available to provide a complete insurance coverage against all contingencies.



One of a series—Giving facts about the Fidelity.

The FIDELITY MUTUAL LIFE
INSURANCE COMPANY
PHILADELPHIA
WALTER LEMAR TALBOT, President

Boissard New Head of Life Office Management Group

(CONTINUED FROM PAGE 3)

agent, Northwestern Mutual, and Russell Wood, assistant superintendent of agencies Imperial Life of Canada.

In opening the discussion Mr. Hendershot outlined the need for planned policyholder relations. "Policyholder relations," he stated, "involve the whole process of determining, providing and putting into effect appropriate life insurance services as can consistently, properly and reasonably be performed, and which will be considered continuously beneficial, serviceable, satisfactory and valuable to policyholders and their beneficiaries." The agent is the key-man in the execution and follow-through of the program devised by the home office.

Doolin Is Commentator

L. J. Doolin, Research Bureau, acting as commentator, summed up points of the discussion. "It is a company's own fault if it does not enjoy public confidence," he stated. "Companies and industries doing a good job of public relations have not done so by accident. Instead they are reaping the grain from the seed, good or bad, which was sown at some previous time." Responsibility for devising plans for policyholder relations rest on the home office, but the execution of these plans must be the responsibility of the field force. He said successful policyholder relations are not the business of any one department but depend on the whole-hearted co-operation of all. However, since the agent is the most important single link in the chain, there is a responsibility to maintain and raise the standards for admission to such positions.

Companies must face the challenge of the problem of high turnover of agents and arrive at better methods for handling it, he continued. Due to the fact that installment buying now exceeds that of 1929, he stressed the importance of companies endeavoring to find out just how the public wants to pay premiums. "As women control a large portion of the wealth, what are we doing to adjust our sales and policyholder relations accordingly?" There is a very definite need, he stated, in developing a program for acquainting policyholders with the real meaning and services of life insurance.

Air Conditioning Effects Discussed

Air-conditioning may promote efficiency of office workers, by increasing their comfort, but any influence it may have upon their health is not yet measurable in absenteeism according to Dr. W. J. McConnell, assistant medical director Metropolitan Life, in discussing results of a survey covering the experience of the company. Dr. McConnell submitted some "Observations on the Health Aspects of Air Conditioning," based on studies made by him and his associates, Dr. H. H. Fellows, assistant medical director and Mrs. M. G. Stephens.

Niles Discusses C. I. O.

"Supervisor's Place in an Effective Program of Employee Relations" was the subject of a talk by H. E. Niles, consultant on personal relations. He declared that any personal program must be measured by the yard stick of long term results. He is, he said, intending primarily to return the highest possible efficiency at the lowest unit cost. Attempt to unionize clerical workers in insurance offices was the subject of a detailed review. C. I. O. activities threaten the insurance business, he declared, and if the plan for organizing financial and banking houses meets with success it is bound to spread. "Whether these attempts are successful or not," he said, "you men who are in charge of your companies' employees must not lose sight of the fact that certain things are being promised by those organizers. Whether in the future your employees carry cards or not, you cannot escape

their attitudes of mind with respect to many of these issues."

Organizers have given voice to seven points which they guaranteed that clerks will receive through organization. They are: Five-day week, security of employment, protection of seniority rights, adjustment of all grievances, vacations with pay, immediate pay increases and a higher minimum wage standard.

Kenigson Named President at Actuarial Club Meeting

The Middle Atlantic Actuarial Club met at Richmond, Va., A. Kenigson, assistant actuary Sun Life of Baltimore, being elected president. He succeeds C. A. Taylor, actuary Life of Virginia. Mr. Kenigson was formerly vice-president. G. A. Clark, actuary Equitable Life of Washington, was elected vice-president, and Miss Florence A. Watts, actuary Monumental Life, Baltimore, was reelected secretary-treasurer. A. B. Ambler, Jr., assistant actuary Acacia Mutual, was appointed program chairman and R. P. James, actuary Atlantic Life, membership chairman.

S. Z. Rothschild, third vice-president and actuary Sun Life of Baltimore read

a paper on "Recent Changes in Industrial Policies," and Mr. Ambler read one on "Limitations on Optional Modes of Settlement—Ordinary Insurance." The next meeting will be held in Washington, Dec. 3.

Wheeling Metropolitan Dinner

WHEELING, W. VA.—Robert Linn, Sr., who has served 35 years with the company, his wife, Mr. and Mrs. J. L. Morrow and Mr. and Mrs. Leroy Hood were guests at a surprise dinner party given by the staff of the Wheeling office of Metropolitan Life. Mr. Morrow was recently promoted to manager of the Wheeling office, coming from Bluefield, W. Va., where he was district manager. Mr. Linn was presented with a diamond service medal by Mr. Morrow.

Mr. Hood has just been made assistant manager at Parkersburg, W. Va.

Tax Manual Revised

The Penn Mutual Life has revised its tax manual by E. Paul Huttlinger, agency secretary and tax expert. The new edition, which is the 12th, covers the revenue act of 1937 and prior laws.

Be Kind to Yourself by Vash Young, \$1.50. Order from National Underwriter.

C.L.U. NEWS

PLAN ROCHESTER COURSE

The Rochester C. L. U. chapter is planning a course of instruction this winter under direction of the American College. John C. Post is chairman of the education committee.

WILL HONOR VAN WINKLE

Honoring Kellogg Van Winkle, Equitable Society, recently elected president of the National C. L. U. chapter, a dinner dance will be held Oct. 15 in Los Angeles. Diplomas will be awarded to successful C. L. U. candidates.

MELHAM MILWAUKEE PRESIDENT

At the annual meeting of the Milwaukee C. L. U. chapter, T. W. Melham, Prudential, was elected president to succeed T. W. Tuttle, Northwestern Mutual. H. C. Fuller, Northwestern Mutual, vice-president, and L. C. Jones, Northwestern Mutual, secretary-treasurer, were reelected. The Milwaukee chapter has 14 members.

Is White & Odell the largest Life Insurance Agency west of Pittsburgh?

MEMO FROM O. J. ARNOLD
TO: RESEARCH DIVISION

At the White & Odell Agency meeting yesterday I said that, according to the best information available to me, only seven agencies representing in the United States (of all the agencies representing the 355 legal reserve life insurance companies reported on in the 1937 edition of Best's Life Reports) exceeded White & Odell's \$13,488,942 paid-for production, exclusive of annuities, last year. Five of the seven larger agencies are in New York City, one in Philadelphia, and one in Pittsburgh; therefore, it would appear that no single agency west of Pittsburgh produced more new business than White & Odell.

Of course I might be wrong—if so, I would like to know it. How can we find out?

Curiously enough, my check-up also showed that if the White & Odell Agency were considered as a company rather than an agency, it would have ranked 80th in 1936 production among the 355 companies.

If White & Odell had stood among the top 80 agencies in the country, this showing would have been gratifying. If it were among the first 20, I would be delighted. To have it rank eighth largest is almost too good to be true. Let's check up further.

O. J. A.
9-28-37

NORTHWESTERN NATIONAL LIFE INSURANCE COMPANY

O. J. ARNOLD, President

STRONG

Minneapolis, Minnesota

LIBERAL

Stress Managerial Attitude as Well As Its Technique

(CONTINUED FROM PAGE 1)

attitude more than anything else. You can teach through method but your spirit, purpose and attitude is contagious. You pass that on unconsciously. But you can make it a conscious procedure."

In describing his agency's supervisory system, Mr. Johnson explained that it had been evolved as the agency grew and as conditions warranted changes, and that every agency should make its set-up conform to the particular conditions which it faces.

General Agent R. G. Engelsman, Penn Mutual Life, New York City, stressed the necessity of making instruction to the new agent simple yet vivid, always being careful not to give the new man "mental indigestion" by trying

to teach him too many different aspects at once. He should become saturated with what he is first taught and then taken on to the next stage only after he has had a chance to try out in the field what he first learned.

"Go over your instruction course and insert after every point, 'for example' or 'for instance,'" Mr. Engelsman advised. "What an agent understands he can make a prospect understand, but if he is confused, he will only confuse the prospect."

Urge Specific Examples

Instead of talking about income as a general idea, he suggested portraying a tired business man coming home to a delicious dinner and then having the agent stress the fact that the dinner was possible only through money from the pay envelope. If a well do man thinks he has no need for life insurance and the agent wants to sell him some because he might need it in the future, it is much more effective to point out

that though the Normandie will presumably never need its lifeboats, probably half its passenger list would be cancelled if it were announced that all the lifeboats and life rafts were to be left in New York on the next trip, Mr. Engelsman said.

Agent Remembers Illustration

"Have an illustration for everything," he urged. "The agent will remember the illustration and often that is all he will remember."

Lead the new man into working out his own sales ideas, he advised, saying that in this way the agent gets a much firmer hold on the idea and is much more enthusiastic about it because he feels he thought it up himself.

Making agents ask questions is extremely valuable, he said, because it not only gives a man a chance to clear up points about which he might never think to clear up but because it shows what line his thoughts on life insurance are pursuing and particularly what lines they are not following. For example, a man might fail to ask any questions about prospecting, probably indicating that he wasn't appreciating the importance of this phase of selling.

Demands Question List

The Engelsman agency demands five questions a day of its new men, submitted in writing. Mr. Engelsman said he thought this could be tapered off to three a day later on and down to one a day in six months.

Extremely essential in teaching new men is giving them a consciousness of the importance of closing immediately. He cited the case of one of his agents who overheard in a restaurant a prospect telling another agent he "wanted to think it over." Mr. Engelsman's agent trailed the prospect, found out who he was, found he had a channel of introduction, and sold the case.

Making Mortality Table Vivid

To make the need of immediate closing more vivid, Mr. Engelsman said that if the prospect were on a Chinese train with 1,000 persons and if the Japanese held up the train and prepared to shoot seven out of the 1,000 at random, there would be no hesitancy on the part of all the passengers to buy life insurance. Yet, though seven people out of 1,000 are scheduled to die according to the mortality table, dilatory life insurance prospects want to wait till the shooting is over before buying insurance, he said.

L. C. Sprague, who in two years as general agent of the Provident Mutual Life in New York City has shown phenomenally successful results in recruiting young men, said that by far his best sources are through his own efforts or through his agents rather than through mail methods or other types of advertising.

Bonus for Getting Men

He said he had recently adopted a plan of which he thought very highly and which had been developed by the Provident's Baltimore general agent, Henry Hooper. Under this plan the agent who nominates a new man is paid \$25 when the new man is placed under contract. This \$25 is paid by the general agent and he is reimbursed by the home office after the new agent is definitely established as successful.

When the new man has paid for five lives and earned at least \$300 in commissions, the nominator gets another \$25, paid by the home office. On completion of the next five lives and \$300 in commissions, the nominator gets \$50 and the home office reimburses the general agent for the original \$25 which he paid to the nominator. Mr. Sprague said that in the two weeks since he adopted the plan in his agency more names of prospective agents had been turned in than in the previous six months.

Pleased with Recent Graduates

Asked about his results with men just out of college, Mr. Sprague said he would take all of them he could get. Their expenses are modest, he said, since they usually live at home and all they

Heads Managers as Well as Life Underwriters



MANUEL CAMPS, JR.

Manuel Camps, Jr., Penn Mutual Life, who is president of the Boston Life Underwriters Association, has also been elected president of the Boston General Agents & Managers Association, succeeding L. J. Gordon, who resigned the presidency on retiring recently from the A. H. Curtis & Co. general agency of the New England Mutual Life.

need money for is usually a commutation ticket, laundry, cigarettes, and a few pleasures.

A. G. Borden, second vice-president Equitable Society, pinch-hitting for Vice-president W. J. Graham of that company, recommended closer supervision of agents along organized training lines. It stands to reason that no single agent is going to work out as good a plan as many minds working together can evolve. The wisdom of closely directed selling is best illustrated, he said, in the industrial companies, where the agent has to do the things that he should do when he should do them whether he wants to or not. He suggested the idea of a daily report from every agent except possibly those producing at \$500,000 yearly rate or better. Such a plan would work only if the reports were read by persons competent to review them, able to take appropriate action and praise good work.

Mr. Borden recommended the field educational courses of the Diamond Life Bulletins, the Life Insurance Sales Research Bureau, and the Insurance R. & R.

Stages of Character Building

The process of building character and personality is one which must begin at the first stage of a five-step cycle and it is a waste of time to start anywhere else, said J. L. McMillin, agency organizer Mutual Life of New York, Baltimore. The steps are: (1) Desire and purpose; (2) thinking and meditation; (3) acts and performance; (4) habit and habit system; (5) personality and character. As each new level is reached, the power developed aids in strengthening the previous levels, he said.

Desirable habits are preparation, both general and for specific cases; time control, prospecting and prestige-building; programming selling interviews, programming of continuous service before and after the sale, proper record keeping, and programming of personal finance that is sound. Mr. McMillin urged more of the spirit of craftsmanship, saying that through this prestige would take care of itself.

Tax Problem Unchanged

J. H. Reese, Philadelphia manager Penn Mutual Life, said that changes in the tax law at the last session of Congress make no essential changes in the sale of life insurance for tax purposes. This aspect of insurance must be expected to become increasingly important, he said, since more functions are de-



THE WIFE KNOWS THE NEED

Uninsured men sometimes explain their neglect by saying they "have no need for life insurance."

Perhaps they don't. But ask the next one who gives this excuse this one pointed question:

"How does your wife feel about it?"

Have the application ready!



The Prudential
Insurance Company of America

EDWARD D. DUFFIELD, President

Home Office, NEWARK, N. J.

manded of the government and a higher tax level is the only answer.

The tax approach to life insurance should be based not on interpretative regulations of the bureau of internal revenue but on the basic principles involved in the law, since the regulations may be changed any time.

Application of the tax angle was also taken up by Milton Elrod, Jr., legal editor R. & R. Service, in a comprehensive talk on advanced underwriting. He said it is important unqualified agents do not tackle problems in this complex field.

Getting Agent's Viewpoint

R. M. Giffen, district manager at Steubenville, O., of the E. A. Woods agency in Pittsburgh of the Equitable Society, spoke on the advisability of getting the agent's point of view. The manager should know a great deal about his men and their personal problems, though being careful to keep all personal information confidential, he said, as frequently these problems have much to do with success in selling.

At the banquet the speaker was Commissioner Hunt of the Pennsylvania department, who made a spirited address on the folly of war. A. B. Levy, manager, Philadelphia, Equitable Society, and one of the most active members of the state association, was toastmaster.

Louis Paret Missed

Much missed at the conference was L. F. Paret, general agent, Philadelphia, Provident Mutual, who has been a major factor in the rapid rejuvenation of the state association that has taken place in the last two years. Mr. Paret is recovering satisfactorily from an appendicitis operation. Almost the first action of the meeting was to send him a telegram greeting his absence and expressing hope for his speedy recovery and appreciation for his untiring efforts which have made possible the outstanding success of the association.

In the spring of 1935 the state association had reached an extremely low ebb of activity. Routine meetings were about all that went on. At the spring meeting in 1935 in Harrisburg, Mr. Paret proposed a program of activities for the association and called a meeting for Williamsport in the fall. The attendance at that conference included beside Mr. Paret, General Agents H. L. Smith, Northwestern Mutual, Harrisburg; E. H. Schaeffer, Fidelity Mutual, Harrisburg; G. E. Otto Flock, Mutual Benefit Life, Williamsport; Steacy Webster, Provident Mutual, Pittsburgh; A. Rushton Allen (now deceased), Union Central, Philadelphia; M. R. Orr, Massachusetts Mutual, Philadelphia; and Counsel Irvin Bendiner of the state association.

Proposed Hershey Conference

It was decided to hold a state sales conference for managers, general agents and supervisors the following month at Hershey. These are now held annually and this year's is the third. Plans were also made for a regional sales congress to be held the following May in Harrisburg. This was so successful that it was decided to hold another for the northeastern section of the state the next fall. These meetings alternate between Scranton and Wilkes-Barre, the 1937 meeting being scheduled for Oct. 22 at the Jermyn hotel, Scranton.

The rejuvenated association had a chance to come to the front and ably serve the cause of life insurance in Pennsylvania this spring when it headed off a bill for savings bank life insurance which had the support of some strong backers, including Commissioner Hunt. The association's successful efforts added to its strength and prestige.

Adequate Facilities Provided

An important step in hastening a continuous program of upbuilding after the Williamsport conference was the provision of adequate central office facilities through the cooperation of the Philadelphia Life Underwriters Association, under which arrangement the lat-

ter organization's executive secretary, C. F. Merz, became assistant secretary of the state association.

Dr. Alfred Manes, professor of insurance at Indiana University, made some comparisons of insurance in the United States and in other countries. In this country, he said, straight life insurance policies are favored. In France there is a high percentage of annuities and in several European countries endowment policies prevail. He asserted the theory that the psychological qualities of the population are thus reflected. There are more life insurance agents in the United States, he said, than there are policyholders in South America.

He suggested the desirability of research in an attempt to determine what the desideratum should be in respect of size of a life company.

The severest regulations of insurance are found in the United States and the highest taxation. In England policyholders are permitted to deduct a portion of their premiums as an expense in calculating income subject to tax. State legislation thus promotes distribution of insurance. That principle has been followed in England for 140 years. He expressed the hope that the idea might be introduced in the United States.

He deplored the fact that in this coun-

try so little attention is given to insurance matters in the popular press and that insurance instruction is not a part of the curriculum in the colleges generally.

Discuss Gilbert's Activities

Following the regular session Friday there was discussion of the best way to combat the efforts of Mort Gilbert, surviving partner of the Gilbert & Sullivan term insurance team, who was scheduled to speak this week before the regular meeting of the Reading Kiwanis Club. Discussion was led by Richard Myers, manager Mutual Life of New York, Harrisburg.

The three sessions of the meeting were conducted respectively by S. E. Webster, general agent Provident Mutual, Pittsburgh; E. H. Schaeffer, general agent Fidelity Mutual, Harrisburg, and C. H. Orr, general agent Massachusetts Mutual, Philadelphia. R. U. Hergesheimer, Philadelphia general agent, Northwestern Mutual Life, was general program chairman and W. S. Buck, general agent Connecticut Mutual Life, Scranton, was chairman of the golf committee.

Home office officials at the meeting included R. E. Irish, vice-president Union Mutual Life, and G. A. Stearns, agency supervisor; Robert Merriman, vice-president and actuary Scranton Life, and

Salt Lake City Seeks 1938 Meeting of Commissioners

SALT LAKE CITY—At its first meeting of the season, the Utah Life Managers Association decided to back up the suggestion of Commissioner C. C. Neslen that the National Association of Insurance Commissioners be invited to hold its 1938 convention in this city. C. R. Marcusen, head of the Pacific National Life, new president of the association, presided.

It was voted that the association make an effort to interest life agents in an academic approach to the insurance business, following addresses by officials of the University of Utah, who told how the institution is prepared to give courses qualifying the agent for the C. L. U. designation. W. A. Crowder reviewed A. Horr's book "Embarrassing Dollars," and L. D. Cummings presented the Borden and Busse sound film, "Making a Sales Presentation Stay Presented."

Hugh Walker, manager of agencies; T. J. Mohan, field vice-president Eureka-Maryland, and R. G. Richards, agency secretary Atlantic Life.

MINNESOTA MUTUAL

Ranks with the biggest and best
on the six fundamental measures.



1. Diversification of investments
2. Interest Rate
3. Mortality Rate
4. Net surplus ratio
5. Excess of income over outgo
6. Growth—10 years

On all six counts the record of the Minnesota Mutual equals or excels the average of both the 25 largest companies and the 25 largest mutuals.

For more detailed information write us for our booklet "FACTS."

**THE MINNESOTA MUTUAL
LIFE INSURANCE COMPANY**
SAINT PAUL, MINNESOTA

EDITORIAL COMMENT

Fighting the Gilbert Menace

Success of MORT GILBERT, the term insurance prophet, in getting a speaking engagement before the Reading (Pa.) Kiwanis Club, brings up anew the problem of the proper strategy to use in slowing down whatever headway he may be making in his onslaught on orthodox life insurance.

Last-minute substitution of another program for the Gilbert address does not alter the fundamental situation, which is that important groups of the better class of policyholders are willing to listen to a man whose principal object is to attack the type of life insurance which protects these policyholders and their dependents. Mr. Gilbert's talk was scheduled for broadcasting over the radio, which would have widened his circle of influence. The possibility that his efforts may be more successful next time is not an appealing one.

Estimates vary widely as to the proper course. Some believe the sounder plan is to rush into the arena and do battle with Mr. GILBERT in the hope of annihilating him. At the opposite extreme are those who feel that any such attempt means unwittingly giving aid and comfort to the enemy by making any members of the public who hear about the fight believe that the institution of life insurance is at all worried by Mr. GILBERT's sayings and writings. In the particular case of Mr. GILBERT, the wisdom of direct rebuttal becomes additionally doubtful in view of his reputed ability to outmaneuver his questioners, and despite the basic unsoundness of his position cause his listeners, most of whom have no technical knowledge of life insurance, to believe that the GILBERT-SULLIVAN theory is correct and that anyone who differs with it does so out of ignorance or self-interest.

In any such crossing of swords, the attacker has an advantage which is heightened when the subject under consideration is so technical that the layman does not understand its technical aspects but merely believes he has a general working knowledge. This knowledge is adequate for all practical purposes. A man can enjoy the protection of life insurance without an intimate knowledge of the gain and loss

exhibit or the construction of a mortality table. But his lack of clear-cut knowledge of the details of life company operations makes it necessary for him to have a considerable degree of faith if he is not to be disturbed by anyone who chooses to attack the orthodox plan of life company operations.

The lure of such siren songs as Mr. GILBERT's is very great. Most people enjoy the vicarious thrill of witnessing a good fight. Every one is interested in life insurance so the result is that Mr. GILBERT has a triple appeal. He puts on a rousing fight with no mean opponent, the institution of life insurance. His subject is one of universal interest and finally, he is appearing in the role of champion of those who have been deluded into believing in the rightness of the orthodox insurance setup.

All this puts the life insurance man in a difficult spot. Mr. GILBERT's charges are skillfully put and to the man uninformed about life insurance they sound as if they amounted to something. The layman thinks that at last the mysteries of life insurance have been revealed to him. He doesn't know that what he is getting is just what Mr. GILBERT wants him to get and distorted to give just the impression that Mr. GILBERT seeks.

This gives the life insurance man the alternatives of trying to outdo Mr. GILBERT in persuasiveness or else trying to resort to logical disproof of the GILBERT hypothesis. The former course is difficult and unsatisfactory. The latter presupposes a willingness on the part of policyholders to subject themselves to a really thorough course in life insurance. For the policyholder who really wants to be informed that is not just looking for an excuse to spend less money on insurance, the best recommendation is undoubtedly the reading of "Life Insurance Speaks for Itself," by President M. A. LINTON of the Provident Mutual Life. For those who are unwilling or unable to absorb this clear non-technical exposition, the agent's only hope is that faith in permanent forms of life insurance will return unimpaired when the novelty and glitter of the GILBERT tinsel has worn off.

Importance of Attitude

There is reason to believe that the value of a general agent or agency manager's attitude towards his men is due for increased appreciation. In his recent talk before the Pennsylvania managers and general agents, HOLGAR J. JOHNSON, general agent Penn Mutual Life at Pittsburgh and vice-president National Association of

Life Underwriters, placed managerial attitude even ahead of methods in importance to the success of an agency. Why, he asked, do some agencies with fine methods fail and why do some with no methods at all succeed?

The matter of attitude is intangible but none the less important for that. That

other and less tenuous factors have been given prior consideration is probably due less to their greater relative importance than to the difficulty in formulating and standardizing a procedure on a matter so hard to grasp as the concept of attitude. Yet the importance of attitude will never be underestimated by any one who has seen two agencies, both the same in other essentials, but one directed by a man interested in building men and the other

operated by one whose main object is extracting the largest possible cash income out of his plant.

Mr. JOHNSON's principle that any general agent or manager who devotes himself to building men will make all the money he needs has many successful exponents. The career of life insurance selling will be more satisfactory and profitable as the truth of this principle becomes more universally appreciated.

PERSONAL SIDE OF BUSINESS

L. H. Kreiter, 44, deputy superintendent of insurance of Ohio, died at his home in Columbus from pneumonia. Mr. Kreiter attended the American Legion meeting in New York and also took in the Ohio State-Texas Christian football game at Columbus, Sept. 25. It is believed he contracted a cold at the game, which was played in a rain. He had been with the department five years. Mrs. Kreiter is a daughter of Church Brotton, former secretary of the Federal Union Life.

A new Abraham Lincoln letter made public by **L. O. Schriner**, Peoria, Ill., general agent of the Aetna Life and former president of the National Association of Life Underwriters, has created much interest among Lincoln students. Mr. Schriner is a well known collector of Lincolniana.

C. A. Craig, chairman of the board of the National Life & Accident was named general chairman of the Nashville community chest campaign.

As a testimonial to **William Montgomery**, president Acacia Mutual Life, and as evidence of belief in what the company sells, home office employees set as their goal in August and early September, while he was absent on an extended business trip, at \$500,000 of life insurance to be written on the lives of employees and on the lives of prospects suggested by them.

The campaign took the form of a "Chain of Strength," each employee's name being added to the "chain" when written, or when a prospect suggested by the employee was written.

At the close of the period there were 267 links in the "chain," representing applications for \$624,200. The links were then joined together, attached at each end to turned wood handles after the manner of an ancient scroll.

A. R. Klein, unit manager of the Equitable Life Society, Chicago, was in the famous Klein-Kipke-Ash outfield combination which won the baseball championship for the University of Michigan in 1923. Harry Kipke is now Michigan's football coach.

President **R. R. Lounsbury**, Bankers National Life, expressed appreciation to associates in the life insurance fraternity who sent felicitations acknowledging the company's 10th anniversary. "While 10 years is not a particularly long period of time as far as life insurance company age is concerned, nevertheless we feel that the many perplexing economic conditions of the last decade which we have met and solved successfully have en-

dowed us with experience, knowledge and strength that otherwise might have taken us two or three times as long to acquire," he stated. "Although young in years, the Bankers National Life is today an organization of mature ability and vision and we deeply appreciate interest in our growth and development."

A special drive is being staged for a new retirement income policy which is an anniversary feature.

Dr. De Witt Smith, 49, for the past 11 years medical director of the Southwestern Life of Dallas, died from a heart attack at his home there Saturday, Oct. 2. He had been apparently in excellent health until a few hours before his death. Before becoming medical director, he was for several years chief medical examiner.

C. D. DeBarry, head of an insurance agency in Chicago and better known as the chief in an association that does conservation and special work for life companies, has presented to St. Athanasius Catholic church in Evanston, Ill., where he resides, a beautiful altar. The church has a new edifice, tasty and artistic, both from an exterior and interior standpoint. Mr. DeBarry is one of the parishioners and his contribution to the church was generous and most appropriate.

T. W. Appleby, president Ohio National Life, accompanied by Mrs. Appleby, has just concluded a tour of Pacific Coast agencies and left Los Angeles Oct. 2 to return to the home office.

L. U. Jeffries, warden of the Ohio department, has been appointed a member of the legal education committee of the Ohio Bar Association, which considers qualifications for admission to the practice of law and recommends changes in legal education.

Crawford H. Ellis, president of the Pan-American Life, has been reelected president of the Dominican Chamber of Commerce, formed in New Orleans for the purpose of fostering trade between that city and the Dominican Republic.

F. C. Allison, 64, who first suggested the idea of a National Life Insurance Day, since developed into Life Insurance Week, died at his home in Nashville, Tenn. He had been in failing health for several years. Mr. Allison conceived the idea in 1923 and through the cooperation of various Tennessee ministers the observance was given impetus from the pulpits. The governor of Tennessee, at his request, proclaimed the first Sunday

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COLLECTOR'S EDITION
LIFE INSURANCE EDITION
PUBLISHED EVERY FRIDAY

in October as Life Insurance Day. At the convention of the National Association of Life Underwriters in Los Angeles that year he suggested that the day be nationally observed. The convention went on record as approving the idea.

For many years he operated an insurance agency in Fayetteville, Tenn. He went to Nashville 25 years ago as general agent of the Michigan Mutual Life and in 1917 became state agent of the Pacific Mutual Life. He continued in that capacity until his retirement because of ill health in 1929.

Bankers Life of Iowa production in October is being dedicated to Dr. Ross Huston, vice-president and medical director, who has completed his first 25 years with the company. The drive will inaugurate a fall campaign for a "streamlined finish" to 1937.

A. E. Veith, co-general agent of the Massachusetts Mutual Life in St. Louis, has been elected president of the Tennessee Society of St. Louis. He formerly was first vice-president of the society.

William H. Goehring of Marion Farms, Pa., has had an unusual record with the Pittsburgh agency of Provident Mutual Life. During his 25 years of service, he has written nearly \$10,000,000 of business, and has led the agency in sales every year since he joined it.

His 25th year with the agency, now headed by Steacy E. Webster, was celebrated Oct. 1 with an agency meeting in the morning and a banquet in the evening. Home office speakers at the banquet included Willard K. Wise, vice-president in charge of sales; F. Phelps Todd, vice-president and insurance supervisor; W. D. Cross, assistant manager of agencies, and Henry Bossart, Jr., manager of the research department.

John W. Chapman, 60, senior partner with his brother, George B. Chapman, in the firm of Chapman & Chapman, general agents of the life department of the Aetna Life in Cleveland, died there after three months illness. He had been with the Aetna there for 45 years, starting as office boy when 15.

Mrs. Ruth M. Warner of the Ohio insurance department was badly injured Tuesday morning when her automobile skidded and crashed into the side of a viaduct in Columbus. She is the wife of Judge Charles T. Warner, former Ohio superintendent.

Special agents under contract with P. G. Teeple, general agent Northwestern Mutual Life at Marquette, Mich., together with Nelson D. Phelps, assistant director of agencies, and Ralph Perry, assistant secretary, met there to celebrate his 30th anniversary as a general agent and to plan a sales campaign for the rest of the year.

J. H. Gautier, assistant manager of the Prudential at Savannah, Ga., died in Statesboro, Ga., of a heart attack. He was on his wedding trip, having been married three weeks ago.

C. Caldwell Sherrill is now associated with the J. S. Drewry agency of Mutual Benefit Life, Cincinnati. Mr. Sherrill has several years' sales experience, recently with General Motors Corporation in Washington, D. C. He attended Lehigh University. He is the son of Col. C. O. Sherrill, city manager of Cincinnati.

Licenses Issued in Florida

TALLAHASSEE, FLA.—During the license year ending Sept. 30, the department has issued 4,032 licenses to agents of life and sick and funeral benefit companies, 8,757 licenses to agents of fire, casualty and surety companies and 309 licenses to solicitors for such agencies.

NEWS OF THE COMPANIES

Provident Life in New Home

Bismarck Company Is Now Installed in New Building of Modern and Handsome Design

The Provident Life of Bismarck, N. D., is now occupying its new home office building and was "at home" Monday. The Bismarck "Tribune" featured the Provident Life in an appreciative editorial and gave three pages of space to its features. It is located at Broadway and Second streets. It replaced the old Bismarck Armory. The structure is a combination of brick, steel and concrete with modern design and styling.

F. L. Conklin, vice-president, is the operating head. He is a prominent man in his state. He served the Bismarck Association of Commerce as president for six consecutive years. He organized and developed the Bismarck Building & Loan Association, he is a director of the First National Bank & Trust Company, was the first president of the Bismarck Country Club and the Bismarck Rotary Club.

Miss H. B. Beach is secretary and was the first woman to be admitted to the American Institute of Actuaries. She has been identified with the company as actuary and secretary since it was founded. She is a graduate of the University of Michigan and taught mathematics while winning her master's degree. She was high school instructor in mathematics three years before becoming actuary of the Rockford Life. She took her present position May 22, 1916.

Col. C. B. Little, the president, is a financial man and has served as president of the company since 1924. He is chairman of the board of the First National Bank & Trust Company of Bismarck.

Occidental's Canadian Head Office in London, Ont.

Notice has been given by the Occidental Life of California that for the convenience of its policy holders, the collection records on all policies in force in Canada have been transferred to its Canadian head office in London, Ont.

H. H. Kirby has been appointed general agent in London, Ont. He has been in the business about 15 years.

Western & Southern Launches Voluntary Pension System

Establishment of a voluntary pension system for home office and field employees of the Western & Southern Life was announced by President Charles F. Williams at the annual legion dinner given by the company in Cincinnati to its employees having over five years' service, 560 attending. Benefits will be supplemental to old age pensions provided under the Social Security Act, affecting nearly 3,000 employees. The system would be adopted Jan. 1, conditioned upon its acceptance by 90 percent of the employees.

To make the pension system possible, the company would set aside \$1,400,000 for older employees to cover assessments from the time of their entrance up to Jan. 1, 1938, thereby placing all beneficiaries on the same basis. The assessment would be 2 per cent on salaries up to \$3,000 per year and 4 per cent on salaries exceeding that amount. The proposed plan would provide death benefits under a group cover which would supersede the present \$1,000 free employee policies, would provide sick benefits for a period of one year, and give old age benefits which supplementing social security old age pensions would amount to an estimated 60 per cent of the annual salary of an employee making \$3,000 or

less annually. Retirement age would be 60 for women and 65 for men.

In no event will an employee contribute more than 50 percent of the pension cost, the company making up the balance.

The pension committee is composed of Vice-President J. F. Ruehmann, C. M. Williams and C. C. Stayman; W. H. Lueders, director, and R. J. Learson, ac-
tuary.

I. E. Sanford, treasurer, a legionnaire of 35 years' service, was elected marshal of the legion.

Dominion Life to Expand Activities in United States

DETROIT—Plans for expansion of the Dominion Life's operations in the United States were announced by President F. S. Kumpf while visiting the Detroit branch last week. The company intends to enter several additional states the coming year and will place branches in several cities in Michigan and adjoining states, Mr. Kumpf disclosed.

Mr. Kumpf and A. S. Upton, recently

appointed superintendent of agencies and supervisor of American business, addressed the company's agents at a luncheon Wednesday and at a banquet Thursday evening, with private conferences with individual agents between. Mr. Kumpf praised F. W. Simpson, Detroit branch manager since 1932, for his showing in leading the agencies of the company for the past two years in paid-for production, and also complimented him on a large increase in business this year over last year.

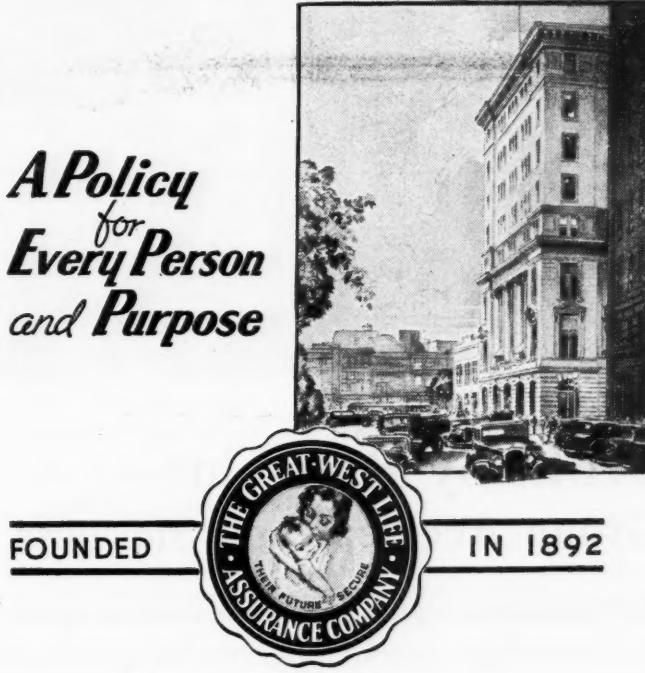
The two home office executives came to Detroit from Lansing, where they had spent two days at the branch in that city, and left Friday to visit their agencies in the maritime provinces of Canada. Mr. Kumpf is a past president of the Life Officers Association of Canada.

October President's Month

President's Month in honor of President Frank P. Samford is being observed in October by the Liberty National Life of Birmingham. Agents in 12 states are striving for the president's cup awarded to the agent producing the most business.

G. W. Skilton, comptroller, and Harry B. Soper, assistant secretary, visited Manager N. K. Allison of the Connecticut General Life in Chicago.

A Policy for Every Person and Purpose



A Fact of Many Years' Standing

The phrase, "A Policy for Every Person and Purpose", as used by this company, represents a fact of many years' standing. Only by keeping pace with the best in Life Insurance practice in meeting the needs of every section of the insuring public has it been possible to offer this service. The results are seen in the outstanding position held by the Great-West Life in the insurance world—a position gained through the good-will of thousands of clients and the loyal cooperation of hundreds of able representatives.

THE GREAT-WEST LIFE ASSURANCE COMPANY

HEAD OFFICE • WINNIPEG, CANADA

ASSETS - - - - - \$150,005,674
INSURANCE IN FORCE - - - - - \$575,844,591

LIFE SALES MEETINGS

Security Mutual's Convention

Nebraska Company Has Largest Attendance on Record at Its Meeting in Lincoln

More than 50 field men of the Security Mutual Life of Nebraska were in attendance at the largest convention in its history in Lincoln. Willard Ewing, general agent Provident Mutual, Kansas City, gave two inspirational talks. He said security is the real force behind life insurance, and the best reason that can be urged in selling it. Insurance is a domestic fixture. So far as earning power is concerned married women, as age advances, are 100 percent wrecked. To give them security in their old age

is the principal buying urge of men, most of whom increase their earning power at a time when that of their wives is being wiped out. Mr. Ewing led a round table discussion on presentation and closing methods.

Business Shows Increase

M. A. Hyde, vice-president in charge of agency work, said business for the first nine months increased 10 percent over 1936, and that the ill effects on farmers' morale caused by summer drouths has largely passed away. North Dakota and Oklahoma, two of the states worst hit, show the largest gains, the former 100 percent. President Byron Stephenson said the financial status of the company has improved the past year. Paul Schlichtemier, Scottsbluff gen-

eral agent, who won the president's cup, was honored as the most persistent producer, a plaque going to R. H. Maloney of Omaha, runnerup and secretary of the \$150,000 Club. J. W. Maloney, who made the presentation to the new president, said the general agents' contest, staged the last six weeks of the year, produced a larger volume than in any previous period.

Sales Methods Discussed

Sales methods were discussed at four sessions with E. A. Frerichs, assistant agency superintendent, Mr. Schlichtemier, George Quam and Len Davis presiding. Papers were by E. C. Munsell, Chauncey Trout, William W. Hinds, T. R. McPheeters, Tom Rogers and J. W. Ewing.

Speaking at the banquet, Insurance Director Smrha said if the insurance men had done their job right, there would have been no social security act. If the social security act brings about a condition where the people are less thrifty and less frugal and lack the urge to provide old age security for themselves, it will be the fault of the insurance men who took the easy way and failed to write those who were hardest to write.

The General Agents & Managers Association named J. W. Maloney of Omaha president and H. A. Dillman of Lincoln secretary.

Bankers, Neb., Has Iowa Meeting

Forty Iowa agents and general agents of the Bankers Life of Nebraska attended a luncheon meeting in Des Moines. C. E. Davis, home office supervisor for Iowa, directed the session. Secretary Fred M. Sanders, H. W. Fouts, home office supervisor, and Frank Callander of the Iowa insurance department were speakers.

Mutual Benefit Ohio Reunion

A reunion of more than 100 agents of the Mutual Benefit Life was held in Columbus Saturday, the agents and their wives attending the Ohio State-Purdue football game in the afternoon. They at one time were associated in one agency in Ohio, but in 1936 the agency was divided into four, Cincinnati, Columbus, Akron and Cleveland. The reunion is to be an annual affair. The home office was represented by E. E. Rhodes, executive vice-president; H. G. Kenagy, superintendent of agencies; Dr. W. A. Reiter, medical director; A. J. Kirkland of the supplemental agreement division, and B. C. Thurman, field superintendent.

West Central Meet in Wichita

President M. J. Cleary of the Northwestern Mutual will attend the meeting of the west central region in Wichita Oct. 11-12, with H. W. Laffer, Wichita general agent, as host. Others from the home office will be Grant L. Hill, director of agencies; L. J. Evans, assistant director, and Dr. Ralph Gilchrist, assistant medical director. About 150 representatives from Nebraska, Colorado, western Missouri and Kansas are expected.

President Cleary also will be guest of honor at a luncheon given by C. Q. Chandler, chairman of the First National Bank of Wichita, a trustee and member of the executive committee of the Northwestern Mutual.

Masterson Agency's Meeting

The W. H. Masterson agency of the Equitable Society in Newark held a three-day conference at Greenwood Lake, N. Y. The keynote was "New Jersey—the Field of Boundless Opportunity for the Life Wire Underwriter."

Speakers included Mr. Masterson; Max Krafchik, on "Use of Banks"; Le Roy Goldman, "Direct Mail"; R. I. Seeley, "Salary Savings"; Justin Warbasse, "The Market As I See It"; Mrs. Lucille J. Palmer, "Selling Tactics"; H. E. Bru, "App-a-Week"; T. A. Breen,

Shoe Shining Service for All the Tenants

S. J. Hay, president Great National Life of Dallas, which has its own building in the heart of the business district, furnishes free shoe shining service to all tenants. A colored shoe shiner makes the rounds of all the offices. The company operates only in Texas. It has reduced its agency force and thus is securing a more desirable class of business.

LIFE AGENCY CHANGES

R. D. Moore to Occidental Life as General Agent

R. D. Moore has been appointed general agent of the Occidental Life of California for Beverly Hills and Santa Monica. He is a son of C. I. D. Moore, an executive of the Pacific Mutual Life for many years, and started selling life insurance part-time when only 15 years old. From 1933 to 1936 he was co-general agent in the Baker & Moore agency of the Pacific Mutual. In 1936 he became southern California general agent of the Continental Assurance.

W. C. Bull District Agent

H. Thad Childre, general agent State Mutual Life, Dallas, has appointed W. C. Bull, who has been a successful producer in Dallas, as district manager at Fort Worth, with offices in the Fair building.

Names District Supervisors

Bert A. Hedges, Kansas manager Business Men's Assurance, has appointed Carl Damon, formerly of Kansas City, and Leo Bowman, formerly of Coffeyville, as district supervisors at Wichita to take over the territory formerly handled by M. V. Stenseth, recently named Colorado manager.

Warbasse Field Assistant

Justin Warbasse, who has been with W. H. Masterson agency of the Equitable Society in Newark for the past five years, has been promoted to field assistant in northern New Jersey.

Ives Assistant Manager

G. K. Ives, former special agent, has been appointed assistant manager of the Rochester, N. Y., office of the Connecticut General Life. James L. Wright is manager.

Return to Old Agency

H. W. Laffer, of Wichita, western Kansas general agent of the Northwestern Mutual, has announced the return of two old Northwestern Mutual men to his agency.

Craig G. Kennedy, formerly with the company at Lawrence and Wichita from

Goes to Toronto



C. F. DUNFEE

C. F. Dunfee, recently named by the Great-West Life as manager of its Toronto branch No. 1, has been with the company since 1915 and for several years has been manager of the home office branch in Winnipeg. In Toronto he succeeds H. A. H. Baker, recently appointed superintendent of agencies.

1919 to 1932, being associate general agent with P. M. Anderson when he left to join the Northwestern National in Wichita as agency supervisor, returns as a personal producer, devoting his attention to estates, taxes and programming. C. M. Stiller, former district agent at Wichita, who started with the Northwestern at Leavenworth some 20 years ago and left in 1932 to become general agent of the Reliance Life at Oklahoma City, becomes district agent of the Northwestern Mutual at McPherson, Kan., handling McPherson, Marion and Harvey counties.

Kirkpatrick to Atlanta

Graham Kirkpatrick, formerly of Valdosta, Ga., has been transferred to Atlanta as superintendent of agencies of the Mutual Benefit Life for Georgia.

INDUSTRIAL

Sales Congress in Canada

Metropolitan's Force in Dominion Meets at Ottawa for Educational Session

A number of Metropolitan Life head office officials took part in the sales congress of the Canadian force held for three days in Ottawa. Among officials attending were H. D. Wright, second vice-president; C. J. North, third vice-president; F. D. Smith, superintendent of agencies, and E. P. Arnautou, assistant superintendent of agents. Vice-president Wright presided the first day, outlining the Metropolitan's growth in Canada, its investments in the Dominion, welfare work and the advertising it employs in building good will. He noted corporation and group insurance have had substantial growth in the Dominion.

Vice-president North spoke of records of field men. Announcement was made of promotion of Ed Baker to manager of the sales promotion division. He formerly was assistant in the field education department and has been with the company since 1930.

Present Gold Medals

Special merit gold medals were presented to Sam Fuller, agent of Hamilton, Ont., for 26 years, who has sold over \$5,000,000 ordinary, his annual produc-

AGENCY MANAGER AVAILABLE

A man who has had successful experience as head of an agency department is available for similar position with another company. Confidential record will be given to any inquirer. This advertiser is one that is well known to the fraternity and who has made good in every position that he has held. He will be glad to get in touch with any company or large agency that is desirous of having aggressive, progressive and constructive production and agency work done.

ADDRESS G-50 NATIONAL UNDERWRITER

HOME OFFICE AGENCY SECY

Competent man experienced in handling office detail of agency department wanted by mid-western life insurance company. State age, experience, salary desired, and references.

ADDRESS G-52 NATIONAL UNDERWRITER

AN OPPORTUNITY

Wanted: Experienced monthly premium man. He will take charge of monthly premium accident-health department in middle west legal reserve life company. Department is going strong and company wishes to push development aggressively. Man selected must have excellent record and A-1 reputation. State age and experience.

ADDRESS G-51 NATIONAL UNDERWRITER

tion averaging about \$200,000 and \$500,000 of industrial insurance; Max Widder, Ottawa agent for nine years, who has in force \$5,000,000 ordinary, his yearly average being around \$200,000, and has placed \$264,000 industrial, and Medric Monast, manager Quebec City, 1906 to 1937, whose total personal production is around \$15,000,000 and annual average about \$400,000. His staff has written about \$250,000 annually, not counting industrial.

The annual dinner was held. Recreation included golf and sightseeing. There was a managers meeting at the head office.

Metropolitan Life Concludes Series of Coast Meetings

The concluding meeting of a series of three conventions of managers, assistant managers and star salesmen of the Metropolitan Life was held at Coronado, Calif., with more than 450 in attendance from the 43 district offices in California.

Only one session was devoted to business, the other time being given over to recreation and entertainment. H. E. North, vice-president in charge of the Pacific Coast head office, stressed the necessity for greater concern on the part of agents to meet the needs and means of

the prospect, and greater education of agents. He also emphasized the value of sound production as against volume only. J. A. Smithies, superintendent of agencies, spoke on the necessity for proper debit management and the desirability of strength of character.

The first meeting in the series was held at Salt Lake City for Colorado, Idaho and Utah agents and the second at Victoria, B. C. for representatives from Montana, Washington and Oregon.

National L. & A. Arkansas Rally

Arkansas field representatives of the National Life & Accident attended a meeting at Hot Springs with W. M. Julian, vice-president, on hand from the home office.

F. P. Robinson, district manager, and Agency Superintendents R. B. Boles of Hot Springs and J. S. Edwards of Pine Bluff entertained the agency force at a luncheon.

Observe 30th Anniversary

The Missouri Insurance Company of St. Louis is conducting a 30th anniversary campaign the last three months of this year, honoring President J. A. Walker. Mr. Walker and W. A. Johnson arrived in St. Louis from Kentucky Oct. 1, 1907, to establish the new company, then known as the Missouri Life

WANTED—INDUSTRIAL EXECUTIVE

A well-established, Texas legal reserve life insurance company offers an excellent opportunity to the man capable of organizing and assuming complete charge of an industrial life insurance department which the Company intends to create. Such a man must be particularly successful in industrial personnel management. Here is a real opportunity for the right man. Salary will be quite in keeping with the results expected. If you think you can qualify, ADDRESS G-48, NATIONAL UNDERWRITER.

AN OPPORTUNITY in Florida

Small southern company, strong financially, now operating in Florida is ready to expand its organization in that state, offering a good line of policy contracts and agency contracts.

We are looking for a man who can help build an agency organization. One who can produce a reasonable volume of business and get agents to do so. No record-breaker, but a man who believes he can grow with a growing company.

ADDRESS G-54, THE NATIONAL UNDERWRITER



No Booms Here

Traditionally solid and conservative, the city of Saint Louis has grown steadily from a trading post into a metropolis. There has been an absence of the booms that mark the growth of other western cities.

The Saint Louis Mutual Life Insurance Company has inherited the attributes of its parent city. The conservative management of this company aims not at mere size but at safety and reliability. We will be in business for a long time to come.

There is a better future in a company with a good past.



SAINT LOUIS MUTUAL
Life Insurance Co.

ST. LOUIS, MISSOURI
F. H. Kreisman, President

& Accident. Mr. Johnson was president and Mr. Walker secretary-treasurer. He succeeded to the presidency in 1924 on the death of Mr. Johnson. In that same year the present name was adopted. Mr. Walker wrote the first policy issued by the company in 1907 and has always been intensely interested in the production end. He has been prominent for many years in the Industrial Insurers Conference.

McCartney to Owensboro

T. W. McCartney, for two years in charge of the Metropolitan Life's office in Middletown, O., has been transferred to Owensboro, Ky. He is succeeded by Glen Lane, his assistant at Middletown.

Prudential Changes

With the transfer of W. A. Doubleday, superintendent of the Brooklyn No. 5 district to the Woodside district, the Prudential has promoted Alfred Kroner from assistant superintendent at Huntington, L. I., N. Y., to superintendent

of the Brooklyn office. He began his Prudential career as an agent in 1924 at Patchogue, L. I., and two years later was promoted to assistant superintendent in that district. In 1936, he was transferred to the Huntington office.

Opens New Oakland Office

Under the direction of W. W. Johnstone, a district office of the American National has been opened at Oakland, Cal., by Virgil Haley, northern California manager.

Cleveland Office to Celebrate

The Cleveland office of Sun Life of Baltimore will celebrate its 10th anniversary with a dinner dance Oct. 14. C. F. Diehl, vice-president and agency director, and Felix Rothschild, secretary, will be present from the home office. An anniversary drive was started Sept. 25. Last week the office wrote more "apps" than in any other week in its ten years history.

NEWS OF LIFE ASSOCIATIONS

Moose Nebraska President

Former Commissioner Named to Head State Association at Grand Island Meeting

Conn W. Moose, general agent Columbus Mutual in Omaha and former Nebraska commissioner, was elected



CONN W. MOOSE

president of the Nebraska Association of Life Underwriters at the annual meeting in Grand Island. Merle Johnson, North Platte; Ralph Kiplinger, Kearney, and Verne Greenwood, Lincoln, were named vice-presidents and W. I. Black, Omaha, secretary-treasurer.

Mr. Moose said that the chief objective of the year's program would be cooperation with the social security board in supplying information to all policyholders and the public pertaining to the operation and benefits of the social security act, which he said was a splendid endorsement of the principles underlying the business of life insurance. Other objectives include cooperation with the insurance department in securing the enforcement of all insurance laws and protecting the interests of policyholders; increased membership in local associations and aid in providing better programs for outstate association meetings.

San Francisco—The second in a series of monthly luncheon meetings of the women's committee with Mrs. Jeanette Van Slyke, Pacific Mutual Life, as chairman, was held Oct. 7. Mrs. Genevieve F. Maciliver, Equitable Society, member Women's Quarter Million Dollar Round Table, discussed highlights of the Denver convention.

Gives All His Time to Work

O. Sam Cummings Agency Is So Organized He Can Devote Almost All His Attention to National Affairs

DALLAS—O. Sam Cummings, president of the National Life Underwriters Association, who is state manager of the Kansas City Life, occupies his own building, a two story structure on Ervey street. He has a large organization. His agency is operated by an executive committee of five members. He gives but little time to detail and since the Denver meeting, he is devoting practically all his time to the National association. One secretary gives all her time to that work and he has another girl devoting her time to it. He feels that a man should not accept the presidency unless he is willing to give about all his time to the association for a year.

Mr. Cummings for four years has had to give much time to the association and it has required almost all the attention of a secretary. He is now preparing to hit the trail for five weeks, addressing local associations and state sales congresses.

Mr. Cummings a few years ago was president of Rotary International and as such gave almost his exclusive time to that organization for two years. He is a glutton for work and his agency moves ahead successfully.

Life Insurance Is Stabilizer

Dr. Paul Cadman, Economist, Addresses Fall Seminar of San Francisco Association

SAN FRANCISCO—Life insurance is emerging from the chaotic conditions of the past few years outstanding as the greatest economic stabilizer in the country. Dr. Paul Cadman, noted western economist, told 200 members of the San Francisco Life Underwriters Association who attended the first meeting of the fall seminar.

In response to a request that he help life men with an answer to the query regarding inflation so often put to agents by prospects, he said the best way is to reply with a question: "If you do not believe you should put any money in life insurance as a hedge against inflation, tell me where you can place it as a more effective hedge?"

Dr. Cadman said that "man's age-long search for security" cannot be achieved by a "stroke of a pen or by government promises" and that as shown by past history the federal social security law is not going to "guarantee anyone anything." It will, in his opinion, create a class in this country determined to live

off government bounty with a false sense of future security.

"We now know that although a social security law has been passed, it can have neither substance nor meaning unless business is solvent," he said. "We now know something more obvious—that unless the government is solvent security is a myth. We now know that no individual or group of individuals can be endowed with security."

"Inherent in the principle of life insurance is the recognition of all of these fundamentals. This is perhaps the chief reason why life insurance emerges from time to time as the great stabilizer. It does so in fact because it puts the chief burden of achieving security on the individual. Nevertheless, it has not failed to assist him immeasurably in the administration of his savings."

Dr. Cadman replied to some of the criticisms of Professor Berman regarding life insurance by comparing costs and loadings of life insurance companies with those of other types of investment organizations and advised against life insurance agents attempting to serve as investment counsellors. He did, however, urge the greater development of the professional attitude among salesmen, which he indicated would remove an age-old barrier between prospect and agent.

Plans are now being completed by J.

JUVENILE INSURANCE

A plan for every purpose—
issued from ages
1 day to 15 years

- 20 Payment Endowment at Age 85
- 20 Payment Endowment at Age 65
- 20 Year Endowment
- Educational Endowment at Age 18

SINCE 1848



UNION MUTUAL LIFE
INSURANCE COMPANY
PORTLAND
MAINE

L. Brader, Equitable of Iowa, chairman of the speakers committee, for a "caravan" of San Francisco speakers to appear before local associations at Stockton and Fresno early in October.

California Association Meets

J. H. Cowles, Los Angeles, Elected President at Session Held at Santa Barbara

J. H. Cowles, Provident Mutual, Los Angeles, was elected president of the California State Association of Life Underwriters at the annual meeting in Santa Barbara. He was vice-president the past year. J. V. Hines, Minnesota Mutual, Sacramento, was elected vice-president, and George Mortensen, Equitable, Oakland, secretary-treasurer. Karl L. Brackett, John Hancock Mutual, San Francisco, retiring president, was named to the executive committee representing northern California, and Clark E. Bell, New York Life, Los Angeles, representing southern California, to serve with the three officers.

More than 50 delegates from ten local associations throughout California attended the meeting.

Recommendations on Legislation

Highlights of the convention included the report of the retiring president, Karl L. Brackett, general agent John Hancock in San Francisco; the legislative report of Kellogg Van Winkle, manager Equitable Society, Los Angeles, a determination on the part of the delegates to further proper education of students and adult groups and the furtherance of public relations work. President Brackett pointed to the tendency of life underwriters to "hibernate" during off-legislative years, appearing only when there was a threat to the business. Mr. Van Winkle stressed the necessity for preparation of a proper legislative program well in advance of the next session, to be evolved in conference with Commissioner Carpenter.

The work of the Better Business Bureau of Los Angeles in cooperation with the association was outlined by R. J. Bauer, manager, who urged that proper information of a non-technical and interesting nature be placed in the hands of students in the high schools and colleges, P. T. A. organizations and adult educational groups. The Los Angeles chamber of commerce made a similar plea for education to offset the work of twisters and others who are endeavoring to upset legitimate life underwriting.

Commissioner Carpenter Speaks

Problems of the insurance department were outlined by Commissioner Carpenter, who pointed to the value of continuity in the efforts of the association. The group should be as well organized for general activities and movements for the advancement of the business, he said, as for the purpose of combat imminent legislation. Discussing agency qualification, the commissioner reiterated his statement that he is strongly in favor of properly qualified representatives, pointing out that the day has passed when one man can be competent in all lines of the insurance business. As to what action will be taken on the association's recommendations for examination of those applying for life licenses, Commissioner Carpenter said he would be glad to have representatives from various sections of the state in conference for a discussion of these recommendations.

There was considerable discussion of the caravans of speakers provided by Los Angeles and San Francisco to appear before smaller outlying associations under the auspices of the state association.

The concluding address was delivered by A. A. Dewar, Equitable, president of the Los Angeles association on "The Power of Cooperative Thinking and Acting in Life Insurance."

Plan Florida Short Course

D. L. Smith, Orlando, president of the Florida Association of Life Underwriters

announces that a short course for life insurance executives and workers will be held at Camp Roosevelt, adult education department of the state university, Oct. 28-29. The course will consist of general sessions and departmental sessions, one for the beginners and the other for the advanced groups. It will be the first educational movement of its kind ever undertaken by life insurance men. Lodging and meals will cost only \$1 a day, with no registration or other fee of any kind.

Seek to Line Up Detroit Industrial Men as Members

DETROIT—Ordinary life interests in Detroit have been making overtures to the industrial field of late with a view to securing the cooperation and interest of industrial agents in Qualified Life Underwriters, which in the past has been composed almost entirely of ordinary agents. Seth W. Ryan, general agent Penn Mutual, new president, is a strong advocate of cooperation between the two fields.

Mr. Ryan recently sent a letter to all industrial managers in the city setting forth the benefits of affiliation and invited them to join the officers and board members of the association at a luncheon Oct. 12, at which the proposition of aiding a membership drive among industrial agents will be placed squarely before them.

Peoria Sales Congress and Illinois Meet Plans Made

The complete program for the combination fall meeting of the Illinois Association of Life Underwriters in Peoria and the annual sales congress of the Life Underwriters Association of Peoria on Oct. 15, has been announced. Hugh A. Shaw, president of the Peoria association, will have charge of the morning session. Mayor McClugage and Harry Neumiller, president of the Peoria association of commerce, will welcome the visitors. L. J. Evans, assistant director of agencies Northwestern Mutual Life, will speak on "Good Will—\$1 Plus" and H. A. Hedges, Kansas City, general agent Equitable of Iowa, on "How to Make a Living Selling Life Insurance," at the morning session.

F. A. Schnell, chairman of the sales congress committee, and W. M. Lateer, Peoria, state president, will open the afternoon session. L. M. Buckley, Chicago agent Provident Mutual Life, will talk on "Planning Tomorrow Today," and O. Sam Cummings, president National Association of Life Underwriters, "A Look Ahead."

Following the congress President Lateer will call a meeting of the local association executives and in the evening President Cummings will be honored at a banquet.

Several companies and general agencies will have special luncheons for their agents attending the congress.

Southern Maine.—Insurance Commissioner C. W. Lovejoy was the guest of honor and chief speaker at the first dinner meeting at Portland. L. W. Smith is president. Out of town men present were H. P. Dubuc of Lewiston; H. M. Ferguson and Asa R. Low of Sanford.

Indianapolis.—"The antics of the bulls and bears of Wall street do not affect the stability of life insurance, which is the most widely diversified and widely distributed investment in the United States," said Paul Speicher, R. & R. Service, in an address at a luncheon of the Indianapolis Association of Life Underwriters on "Life Insurance as a Stabilizer of Economic Ups and Downs."

"The gigantic widely-owned fund of life insurance assets is not only a protection against the enormous loss of death, but even more important it is also a stabilizer of economic ups and downs that reaches into nearly every home in the land," he said.

D. W. Flickinger, immediate past president, was presented a certificate in agency management from the American College of Life Underwriters. B. K. Elliott, vice-president John Hancock Mu-

REAL ESTATE AN ASSET OR A LIABILITY

Insurance companies, by no reason of choice, are now vitally interested in the ownership and control of real estate. The keen foresight of these companies retaining the properties they have acquired has had a stabilizing effect on real estate in general.

This procedure of holding during the interim of acquisition and sale does, however, necessitate the services of alert and conscientious management organizations. In today's market, years of successful experience in the practical management of real estate is necessary for this type of work. To best serve their owners, management organizations, through intelligent leasing activities, must aim toward the benefits of proper physical maintenance and increased value.

This organization, actively engaged in the business of real estate management, qualifies, and is ready and able, to serve you in the management of your properties.

RAYMOND P. MULVANEY

Real Estate . . Management . .

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CENTRAL LIFE INSURANCE COMPANY OF ILLINOIS

A LIMITED NUMBER OF EXCEPTIONAL
GENERAL AGENCY OPPORTUNITIES

AVAILABLE IN

MICHIGAN and OHIO

ALFRED MAC ARTHUR, President

720 NORTH MICHIGAN AVENUE
CHICAGO, ILLINOIS

tual Life, made the presentation. He was introduced by R. M. Halgren, president Indianapolis C. L. U. chapter. M. W. Mangus, general counsel, and J. A. McGavan, counsel, claims department, State Life of Indiana, Harvard Law School classmate of Judge Elliott, were guests at the speakers' table.

E. A. Crane, former trustee of the National association; H. L. Rogers, president state association, and O. D. Pritchard reported on the Denver convention.

North Dakota — A. L. Dern, vice-president and superintendent of agencies Lincoln National Life, spoke at a meeting in Fargo. He traced the growth of the business from its inception in 1830 down to the present, showing that the old policies had little in the way of attractive features and that the men of that period were the real pioneers who built solidly and made the present task much easier by reason of their great fortitude. He compared the record of life insurance with the expenditure of money by federal agencies and he closed by stressing emotional appeal, which must be stressed in order to put over life insurance in action.

Detroit — G. T. Stephenson, New York, director of trust research of the American Bankers Association, stressed the value of trusteeship—either by the life insurance companies or in certain cases by the trust companies—in an address on "Another Optional Method of Settlement."

Fort Worth, Tex. — A sales presentation of an educational endowment policy was given by Tom Taylor of the State Life.

Cincinnati — H. J. Johnson, general agent Penn Mutual, Pittsburgh, will open the fall program Oct. 21, speaking on "What Are We After?"

Spartanburg, S. C. — J. L. Perkins of Columbia, president South Carolina association, was the speaker.

Reading, Pa. — M. H. Nuss, district representative New England Mutual, was elected president. J. R. Wink, Mutual Benefit Life, was reelected secretary. Franklin Nice, Mutual Life, reported on the recent managerial conference at

Hershey and R. G. Richards, agency secretary Atlantic Life, spoke briefly on the social security act.

Orange County, Cal. — At a luncheon at Santa Ana, H. G. Mosler, vice-president Los Angeles association, and member of the Million Dollar Round Table, related policies adopted at the National association meeting in Denver.

Worcester, Mass. — Paul F. Clark, John Hancock, Boston, spoke on "Indirect Selling."

Appleton, Wis. — President George C. Nixon presided at the monthly meeting. Morrow Herner was discussion leader.

Rochester, N. Y. — Earl F. Colborn has been reappointed national committeeman and W. Herbert Wall state committeeman.

Southeastern Iowa — Resolutions on the death of C. B. Lundgren, charter member of the association, were adopted at the first fall meeting in Burlington.

The meeting was sponsored by the Travelers and was addressed by L. E. Gruber, assistant manager in Des Moines.

Northwest Texas — J. W. Timmons was elected president at a luncheon meeting in Amarillo. He succeeds R. I. Graves. Robert Rowan was elected vice-president to succeed Mr. Timmons.

Speakers for future meetings were announced: Oct. 15, O. D. Douglas, San Antonio, on "Success Is Yours"; Nov. 18, Sam R. Hay, Jr., Houston, "Motivating Influences in the Interview"; Dec. 9, H. G. Hewitt, Houston, on "Life Marches On," and Jan. 14, Ross Priddy, Dallas, "Self Management."

Washington, D. C. — O. J. Arnold, president Northwestern National Life, was the speaker.

Youngstown, O. — W. M. Duff, president Edward A. Woods Company, Pittsburgh, spoke on "Opportunities in Life Underwriting."

Cleveland — E. L. Weimer, district agent John Hancock Mutual Life, Marion, O., will speak Oct. 15 on "Prospecting." He has written three "apps" a week for the past 9½ years. His

record for last year shows 200 cases for \$400,000.

The women's division held a meeting Thursday. Speakers were Pearl Anderson, State Mutual, on "Lead Service and Direct Mail Selling," and Helen Rockwell, National Life of Vermont, who reported on the women's meetings at the Denver convention. She also outlined plans for women's day in 1938 at House.

Lansing, Mich. — Plans for organization of a study group for those who aspire for the C. L. U. degree were discussed. President Ben Demarest appointed committeees. J. M. Keplar, Bankers' Life manager at Grand Rapids, attended. He said that the saturation point in life insurance is far from reached.

California — The association has been incorporated with L. C. Tallman, A. W. Branch, Phinehas Prouty, Jr., C. A. Moore, R. E. Murphy and T. A. Gallagher as directors.

Wichita, Kan. — J. W. Ross, Wichita manager of the Standard Oil, presented a moving picture dealing with sales methods. Lyman E. King of Topeka, president of the state association, will speak Oct. 9.

C. J. Zimmerman, secretary of the National association and Chicago general agent of the Connecticut Mutual, will address a joint meeting with the Hutchinson association here Nov. 13. He will address the Wichita Managers & General Agents Association.

Cowley County, Kan. — Charles Kastor has been elected treasurer to succeed Garland Hattan, who has moved to Wichita. President C. H. Cloud was named national committeeman as well. Talks were made on "The C. L. U. Course" and "You and Your Job." The next meeting will be Oct. 21 at Arkansas City, the association being composed of agents from both Winfield and Arkansas City.

Topeka, Kan. — Earl Goodrich, national committeeman; O. T. Cropper, Ed Clitheroe and Lyman E. King, Kansas president, reported on the Denver convention.

President Don P. Pierce has been named secretary of the Kansas association to replace H. W. Moore, transferred to St. Paul.

\$1,000 on ordinary life and 20-payment life follow:

Age	Ord.	20 Pay	Age	Ord.	20 Pay
1	\$11.50	\$18.92	35	\$26.91	\$36.16
5	11.63	19.08	40	32.23	41.19
10	12.92	20.62	45	39.13	47.41
15	14.98	23.34	50	48.16	55.71
20	17.03	25.81	55	60.08	65.71
25	19.53	28.60	60	76.00	79.81
30	22.77	32.01

Reliance Life's New Non-participating Life Rates Are Announced

The Reliance Life's newly revised non-participating rates are shown below for some more popular forms. The announcement about revision of premium rates was made last week. The illustrative rates are:

Nonparticipating Rates					
Age	Ord.	20 Yr. End.	Life Pay.	End. at 65	Exp.G.P.R.
20	\$13.76	\$22.65	\$42.89	16.72	12.74 28.75
21	14.10	23.05	42.92	17.22	13.10 29.29
22	14.45	23.46	42.96	17.75	13.39 29.71
23	14.82	23.88	42.99	18.32	13.71 30.21
24	15.21	24.33	43.03	18.91	14.10 30.73
25	15.60	24.78	43.07	19.54	14.44 31.26
26	16.03	25.25	43.12	20.21	14.80 31.81
27	16.48	25.75	43.17	20.92	15.17 32.40
28	16.95	26.26	43.24	21.67	15.66 32.98
29	17.45	26.79	43.32	22.48	16.07 33.61
30	17.98	27.36	43.41	23.35	16.51 34.27
31	18.53	27.94	43.52	24.27	17.10 34.93
32	19.13	28.56	43.65	25.27	17.55 35.66
33	19.76	29.21	43.81	26.25	18.11 36.41
34	20.42	29.88	43.98	27.39	18.80 37.17
35	21.13	30.59	44.18	28.61	19.38 37.98
36	21.88	31.33	44.40	29.93	20.00 38.83
37	22.67	32.10	44.65	31.36	20.64 39.72
38	23.51	32.91	44.94	32.79	21.51 40.57
39	24.40	33.76	45.25	34.44	22.23 41.61
40	25.34	34.64	45.60	36.23	22.98 42.61
41	26.34	35.56	45.98	38.19	23.76 43.67
42	27.39	36.53	46.43	40.13	24.87 44.77
43	28.50	37.54	46.90	42.64	25.75 45.92
44	29.68	38.60	47.43	45.20	26.67 47.14
45	30.93	39.70	48.01	48.01	27.48 48.39
46	32.25	40.87	48.65	50.34	29.00 49.74
47	33.65	42.09	49.35	53.72	30.08 51.15
48	35.13	43.37	50.11	57.23	31.19 52.61
49	36.70	44.72	50.95	61.45	32.82 54.16
50	38.36	46.14	51.87	66.22	34.22 55.80
51	40.11	47.63	52.87	71.31	35.35 57.53
52	41.98	49.20	53.97	77.55	36.65 59.35
53	43.95	50.87	55.16	83.83	38.73 61.39
54	46.04	52.63	56.47	92.26	40.21 63.34
55	48.26	54.49	57.89	41.73 65.52
56	50.61	56.46	59.43	44.16 67.81
57	53.11	58.56	61.11	45.85 70.27
58	55.76	60.78	62.94	47.56 72.90
59	58.56	63.16	64.94	50.45 75.70
60	61.54	65.70	67.12	52.35 78.70
61	64.71	68.41	69.50
62	68.07	71.33	72.11
63	71.64	74.47	74.94

Convertible Term

At	At	At	5	7	10
Age	55	60	65	Yr.	Yr.
20	\$31.99	24.30	19.38	7.88	8.20 8.28
21	33.38	25.22	20.02	7.97	8.28 8.33
22	34.85	26.18	20.63	8.05	8.35 8.39
23	36.42	27.20	21.40	8.11	8.39 8.43
24	38.09	28.29	22.14	8.16	8.43 8.48
25	39.88	29.45	22.92	8.20	8.47 8.52
26	41.85	30.69	23.75	8.23	8.50 8.58
27	43.98	32.02	24.63	8.26	8.53 8.63
28	46.27	33.44	25.57	8.28	8.58 8.70
29	48.74	34.96	26.57	8.32	8.63 8.79
30	51.41	36.59	27.63	8.37	8.71 8.90
31	54.43	38.39	28.81	8.44	8.80 9.04
32	57.70	40.35	30.08	8.53	8.92 9.21
33	61.28	42.44	31.41	8.66	9.08 9.41
34	65.20	44.70	32.86	8.82	9.27 9.66
35	69.51	47.15	34.41	8.99	9.49 9.93
36	74.07	49.84	36.07	9.23	9.76 10.25
37	79.16	52.78	37.85	9.48	10.05 10.62
38	84.86	55.98	39.75	9.78	10.40 11.04
39	91.32	59.48	41.88	10.13	10.79 11.51
40	98.63	63.35	44.11	10.53	11.23 12.04
41	107.03	67.45	46.60	10.97	11.73 12.63
42	116.74	72.04	49.29	11.47	12.30 13.28
43	128.08	77.19	52.23	12.02	12.92 14.02
44	141.49	82.99	55.45	12.66	13.62 14.82
45	157.65	89.57	58.98	13.36	14.38 15.70
46	177.08	62.68	14.12	15.24	16.68
47	105.78	66.80	14.98	16.17	17.76
48	115.94	71.42	15.92	17.21	18.95
49	127.93	76.60	16.96	18.35	20.23
50	142.32	82.50	18.10	19.59	21.64
51	89.22	19.35	20.96	23.19
52	96.98	20.73	22.45	24.86
53	106.02	22.23	24.07	26.69
54	116.70	23.86	25.85	28.68
55	129.48	25.64	27.78	30.83
56	27.59	29.89	33.72
57	29.71	31.21	35.72
58	32.02	34.65	38.46
59	34.51	37.35	41.42
60	37.24	40.27	44.63

A mortgage redemption policy is now being issued. This carries yearly renewable term rates that are very low. It is written for decreasing amounts of insurance sufficient to cover the outstanding principal. It will not be issued for a period of more than 20 years, nor for an insured above age 50, nor for renewal past age 59. Limits are \$5,000-\$25,000. The rates at quinquennial ages are: 20, \$7.69; 25, \$7.95; 30, \$8.30; 35, \$8.66; 40, \$9.75; 45, \$11.92; 50, \$15.68; 55, \$21.77; 59, \$29.02.

PROVIDENT LIFE and ACCIDENT INSURANCE COMPANY
CHATTANOOGA • TENNESSEE

Sell with settlement option approach. Improved slide rule, instructions only \$1.50. Order from National Underwriter.

LEGAL RESERVE FRATERNALS

Welfare Work Offsets Taxes

Fraternal Attorney Tells of Extensive Work at American Bar Association Meeting

The development of fraternal benefit societies was traced by A. W. Fulton, Chicago, chairman of the committee on fraternal insurance law at the annual meeting of the American Bar Association in Kansas City. The present legal status of fraternals dates from 1910 when actuaries representing insurance commissioners drafted the New York conference bill, which was enacted into law in 30 states. That fraternal code is the basis for the present measures in a majority of states. The welfare work done by the various fraternals was stressed by Mr. Fulton to offset the agitation in some states that fraternal societies be taxed on their assessment income.

Mr. Fulton estimated that the investments in buildings, land and equipment of fraternal humanitarian projects now exceed \$10,000,000. A survey made in 1931 showed that the societies had expended more than \$5,000,000 in carrying on the welfare work in addition to their permanent investments.

Explains Tax Situation

Mr. Fulton said that the state insurance department officials encouraged development of the legal reserve principle and when it was adopted by the fraternals some of the state officials sought to tax fraternals because they were on the legal reserve basis. The welfare work of the societies more than offsets the amount of taxes the states would collect, he said. It is true that some life companies are run on the mutual basis, but most of them are actually controlled by a few members, while in the management of fraternals the whole organization has a vote.

Mr. Fulton was especially incensed over the action taken in Oklahoma, Arkansas and Missouri to collect back taxes from fraternals, as such a move is not only unjustified in his mind, but if successful it might impair the solvency of a majority of the fraternals if they were forced to pay the accumulated back tax.

Nothing was accomplished on the revision of the fraternal code as Herman L. Ekern, Chicago attorney, scheduled to talk on the question, was unable to be present. A special conference will be held in a few weeks in Chicago by the special committee.

Woodmen Circle Institute

The Woodmen Circle is holding a national institute in Omaha Oct. 17-21. Attendance of about 1,400 is expected. All national officers and state managers will be there as well as many field workers and members. About 50 drill teams in uniform will participate in a short parade just before the opening session Oct. 18. The same evening a colorful pageant will be given in the city auditorium with 800 or 900 persons depicting "The Story and the Glory of the Woodmen Circle."

Tuesday and Wednesday will be given over to special meetings for various

groups, with a demonstration of both adult and junior ritualistic work. Wednesday evening a huge team frolic will take place in the city auditorium.

Thursday underwriting degrees will be awarded to field workers who have qualified by examination and this will be followed by a special school of instruction.

Lutheran Brotherhood Rally

GREEN BAY—Representatives of the Lutheran Brotherhood from east central Wisconsin and northern Michigan attended an agents' convention here in charge of E. I. Blom of Navarino. Sessions were devoted to sales discussions, routine business and showing of movies taken at the main office in Minneapolis. A banquet closed the convention.

Lutherans Federation Elects

Officers of the Missouri and southern Illinois federation of the Aid Association for Lutherans were elected at the annual meeting in Jefferson City, Mo. They are: President, M. F. Napier, St. Louis; vice-president, Henry Rau, St. Charles, Mo.; secretary-treasurer, Carl Rose, Overland, Mo. Members of the executive board are: Walter Thiele and C. W. Zschöche, St. Louis; A. E. Ritzmann, Washington, Mo.; Louis Rau, Overland, Mo.; F. W. Niermann, Cape Girardeau, Mo., and Ralph Huscher, Higginsville, Mo.

A.O.U.W. Congress in Minneapolis

The annual session of the A.O.U.W. Congress was held in Minneapolis. The congress consists of representatives of the various jurisdictions of the A. O. U. W. While the jurisdictions have no connection from a financial or business standpoint, yet the purpose of the congress is to promote fraternal relations and to discuss matters of general interest.

Past Grand Master Workman Henry Crepeau of the Minnesota jurisdiction, president of the congress, presided. Papers were presented by F. J. Brenner, grand master workman Minnesota jurisdiction; W. D. Tucker, grand master workman West Virginia, Judge John W. Hayson, grand master workman Oklahoma, and Bradley C. Marks, grand master workman North Dakota.

The congress placed in the hands of a committee the matter of erecting a suitable memorial at Meadville, Pa., in commemoration of the organization of the first A. O. U. W. lodge Oct. 27, 1868, which was the beginning of the fraternal beneficiary system in the United States.

New officers elected are: President, C. W. Allen, grand recorder Oklahoma; junior past president, Henry Crepeau; vice-president, John O'Connor, G. M. W. Massachusetts; secretary, Frank Fogarty, G. M. W. Washington; chairman finance committee, M. J. Boyd, grand treasurer North Dakota; chairman law committee, H. F. McCall, Delaware.

The Fort Dodge, Ia., agency of the **Washington National** was host to the central Iowa and Storm Lake agencies at an all-day meeting at Wraywood. H. E. Nevenon, district director at Fort Dodge, was chairman.

PROTECTED HOME CIRCLE

SHARON, PA.

FOUNDED IN 1886

A Legal Reserve Fraternal Insurance Society

S. H. HADLEY Supreme President

L. D. LININGER, Supreme Secretary

SHARON, PA.

CHICAGO

WILL HONOR PRESIDENT ADAMS

The Chicago agency of the Ohio State Life will give a dinner Oct. 15 in honor of Claris Adams, commemorating his first anniversary as president. He will be accompanied by Dr. C. E. Schilling, vice-president and medical director and Frank L. Barnes, agency vice-president. Mr. Adams and Mr. Barnes will attend a meeting of the Kansas City agency Oct. 16.

VERINK'S SALARY EXPERIMENT

Ellis D. Verink, new general agent for Union Central Life in Chicago, is undertaking an interesting experiment in agency building. He is offering a salary compensation plan to new men and indeed expects to have all his men salary-compensated at first. The amount of the salary is to be determined after consultation with the prospective agent and his needs are ascertained. Mr. Verink expresses the belief that he is not likely to be interested in a man who would need less than \$25 a week. He intends to confine his recruiting to men presently employed in jobs that don't offer possibilities. The age group of 28 to 45 appeals to him. A man who is put on a salary must follow Mr. Verink's instructions to the letter.

Under the arrangement salary terminates not later than the end of the second year. From then on the agent must go on a straight commission basis. He may switch to the commission basis at any time and if, at the time he makes the change, the commissions he would have received are greater than the salary that he has been paid, he will get the difference. Mr. Verink has set for himself the task of recruiting 10 or a dozen men by the end of this year. He is now established in his offices in the Board of Trade building. Previously he

WOODMEN OF THE WORLD

Six Modern Legal Reserve Contracts

- Ordinary Life
- Twenty Payment Life
- Endowment at Seventy
- Twenty Year Endowment
- Family Income
- Juvenile

These contracts are participating, and provide all standard non-forfeiture options.



Operating for forty-six years in California, Oregon, Washington, Colorado, Idaho, Montana, Nevada, Utah, and Wyoming.

• • •

Write for particulars and open territory to

PETER F. CILROY, President
1447 TREMONT PLACE
DENVER, COLORADO

What Is Legal Reserve Fraternal Life Insurance?

(This is the fourth of a series of advertisements outlining briefly a few characteristics of this type of protection—points that may not be generally understood by the otherwise well informed and intelligent fraternity of life insurance executives and salesmen.)

4. Social activities and charitable work are made available for those members who wish to take part. Many fraternals operate homes for aged members or hospitals. Rapidly growing juvenile departments provide excellent opportunities for children to take part in lodge work and social events.

Like the record made by the legal reserve fraternals as a whole, it was never necessary for the Ben Hur Life Association to borrow money from the government or any other source to meet all cash demands.

BEN HUR LIFE ASSOCIATION

Established 1894

Home Office: Crawfordsville, Ind.

John C. Snyder,
President

Edwin M. Mason,
Secretary

was general agent for Union Central in South Bend, Ind. He started in the business a few years ago in Davenport, Ia., where previously he had been Y. M. C. A. secretary.

WOMEN'S GROUP HOLDS LUNCHEON

In a luncheon address before the women's division of the Chicago Association of Life Underwriters on "Practical Prestige Building," Miss Lorraine

THE BIG 3

• Life Insurance Agents in Ohio and Illinois will find the General Mutual General Agency Contract interesting and profitable . . . because the General Mutual provides the "big 3" in insurance selling—

1—Liberal commissions

2—Attractive renewals

3—Unusual sales promotion

Write for complete details.

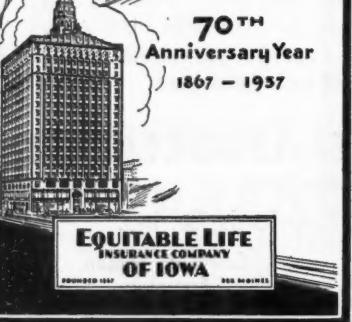
The GENERAL MUTUAL LIFE INSURANCE CO.

VAN WERT, OHIO

C. M. PURMORT, President



Outstanding
by any
STANDARD
of
COMPARISON



Sinton defined the term as the business of building a reputation, of creating an aura of success and of projecting it ahead of the interview. Miss Sinton is the author of a book by that name. "Prestige building does not just happen," she said, "but is a common sense method of personal promotion." Other speakers at the luncheon included Miss Joy Luidens, executive secretary of the association; Sara Frances Jones, C. L. U., and Vera S. Reynolds, Equitable of New York. Maud I. Dimock, New York Life, presided. Miss Luidens and Miss Jones gave a brief summary of the women's activities at the National association meeting in Denver. Miss Jones, who was in charge of the Quarter Million Dollar Round Table for women, commented that every woman should make it her duty to write at least \$20,000 coverage a month. She stated that there were 14 more women who qualified for the Quarter Million Club in 1937 than in 1936.

Tribute was paid Miss Ellen Babcock, Massachusetts Mutual, who died a short time ago.

The annual party of the women's division was scheduled for Dec. 4.

SEARS GROUP NEW QUARTERS

The Hercules and the Allstate, Sears, Roebuck & Co., affiliates, are to occupy an entire floor at 20 North Wacker drive, Chicago. The move, about Nov. 1, is occasioned by the enlargement of business and the resultant need for additional space. This is not available in the Sears Roebuck group on Homan avenue. The Hercules and Allstate agency personnel is being rapidly added; both companies are enlarging their activities agency wise in Chicago as well as other sections of the country. The staff of the companies now exceeds 500 and provision is being made for additional home office space in the new building as it may be required.

TIPS FOR BROKERS

John T. Janszen, the new Chicago general agent of the United States Life, is now issuing "Tips," a monthly brokers' service bulletin. In the first issue he stressed the sales possibilities of juvenile insurance.

THROCKMORTON IS IMPROVING

Sydney L. Throckmorton, Mutual Benefit Life agent in Chicago, who was stricken with infantile paralysis while on a canoe trip with Bruce Parsons, Chicago general agent, is steadily improving. He is in an iron lung at St. Francis Hospital in Evanston, Ill., and will remain there from 30 to 60 days. Mr. Throckmorton formerly was with Marsh & McLennan in charge of the pension department for 10 years and was in the underwriting department of the Minnesota Mutual Life previous to that. He also did some special work for the Illinois insurance department.

COOK IN NEW QUARTERS

The Paul Cook general agency of the Mutual Benefit Life in Chicago is now in its new quarters at 1017 Conway building. The new telephone number is Randolph 3444.

JOHNSON NAMED SUPERVISOR

E. O. Johnson has been appointed supervisor by W. T. Butler, Chicago general agent Bankers Life of Nebraska. He has been in life insurance work since 1931, connected with the Kellogg agency of the Equitable Society in Chicago for a time. After a good personal production record he was appointed unit manager of the Gotschall agency Equitable Society in Chicago this spring. Prior to entering life insurance, Mr. Johnson had 14 years' investment experience in Chicago.

ZIMMERMAN'S FIRST QUARTER

The Charles J. Zimmerman agency announces that for the three months ending Sept. 30, which marks the first quarter year of Mr. Zimmerman's succession as general agent of Connecticut

Parsons Agency Opens Office



B. R. CLEMENTS



NORMAN E. ANDERSEN

The Bruce Parsons general agency of the Mutual Benefit Life held open house in its new quarters in 717 Conway building, Chicago. The agency is again expanding its staff. B. R. Clements, who has been sales supervisor has been named assistant to the general agent and Norman E. Andersen is now sales supervisor.

Mr. Clements has been a successful producer for the Mutual Benefit in Chicago for eight years. Mr. Andersen graduated from Northwestern University in 1921, after having served in the army. He joined the Mutual Benefit in 1922 and

set an unusual record for number of lives. He averages 75 to 85 every year. His average case is well over \$6,000.

Under the new setup, Mr. Clements and Mr. Andersen will be in charge of recruiting and training of new men. Mr. Clements will assume certain administrative responsibilities. The Parsons agency has gotten off to a good start with a 25 percent increase in paid business in its first two and a half months. The percentage is figured on the result of the same group of agents who were with the old Drew office last year. An extensive expansion program is planned.

Mutual in Chicago, the agency shows more than 75 percent increase in paid-for business as against the same period last year. The agency now has a string of three consecutive plus months.

With the arrival in Chicago of E. S. Hewitt to enter upon his duties as agency supervisor in charge of full-time organization, the agency has started in training a new group of full-time men.

Mr. Hewitt after graduating from Grinnell college started with the home office of Northwestern Mutual. He left to become an agent for five years engaged in personal production and supervisory work for the home office agency of Northwestern Mutual. He was president of the Milwaukee Junior Chamber of Commerce.

In 1934 he became agency assistant in the home office of Connecticut Mutual. He helped to write the educational course and was responsible for much of the sales literature. He was instrumental in preparing the program of training for new agents and conducted sales

schools in various agencies and at the home office.

He resigned to become associated with the Zimmerman agency in June, but has been on a leave of absence in Europe.

As well as training new full-time organization, he will be active in the educational courses being run for brokers.

BONIFIELD WITH RELIANCE

C. W. Bonifield has been appointed assistant manager in the Illinois department of Reliance Life under W. C. Peck, manager. He started in the business in Chicago in 1924 and has been a consistent weekly producer. Since 1934 he has been with Franklin Life, first as unit manager and more recently as assistant manager of the F. J. Budinger agency in Chicago. He was president of the Quarter-Million Club last year and led Franklin Life in volume.

His duties with Reliance Life will be recruiting, training, and supervising new organization, sharing these responsibilities with H. W. Baird, assistant manager.

We do not compete with our own General Agents

BUT —

We have some open territory in western Pennsylvania, Northern New Jersey, Virginia, Indiana, and other points.

For men of General Agency calibre we have a worth while General Agent's Contract.



Philadelphia Life Insurance Company

111 North Broad Street
Philadelphia, Pa.

SALES IDEAS AND SUGGESTIONS

Warns Against Promising New Agents Too Much

HERSHEY, PA.—Managers in recruiting new agents should guard against promising too much, either as to the personal production or managerial possibilities of the business, said R. M. Giffen, Steubenville, O., district manager for the E. A. Woods agency of the Equitable Society in Pittsburgh.

"Once a man is placed under contract the first duty of the manager is to see that he secures some business," said Mr. Giffen. "The best way to do this is through joint work. Do not donate this business without some effort from the new agent, or he may get the impression that the business is exceptionally easy. However, I do feel this new man should be shown how to write business. Money talks and he is more or less skeptical about the business until he is shown how to secure applications.

Cooperative Efforts Help Keep Both Agents Alert

"Several weeks ago I placed a man under contract, teamed him up with my best producer and they secured 18 applications the first week and he has been going strong ever since. This new man knows business can be written since he has seen it demonstrated. Such experience is also good for the seasoned agent, since it keeps him alert always trying to close business for the new agent.

"The next step necessary to help him meet his problem is to have him start a training course. If your company does not offer a course either teach him yourself or have him enroll in some life insurance training school. The time is here when it is absolutely necessary to have a good training in order to be successful in our business.

Warns Against Taking Too Much for Granted

"One of the greatest problems any agent is confronted with is securing an adequate number of good prospects. The manager should check very closely with every agent he has under contract and assist him with prospecting. Teach him the different prospecting methods and see that he follows through on the one which works best for him. Also see that each agent starts and maintains an adequate tickler system for following through on his prospects. We managers often take too much for granted and assume our men are lazy when the truth is they have no or a very poor prospect system and do not have sufficient prospects to keep them busy.

"I know an agent who has been affiliated with one of the best agencies in the country for more than 10 years and she has no prospect system of any kind. She is always short of prospects and would write several times as much business should she adopt an adequate prospect system. I recall several years ago I was asked to go to a university town and start a new agent. While at breakfast one morning an old agent came in very much out of humor. I learned he had lost a \$10,000 case due to the lack of a prospect system. This man was to have called on a certain professor on a certain day and due to not having a tickler system he was three weeks too late and another agent had secured the business. This man is out of the life insurance business today and mostly due to the lack of system. We would think a merchant operating a credit store and keeping no records of his charge sales was very foolish, yet he would be no more foolish than a life insurance agent operating without a prospect system.

"Another problem, especially the

newer agents are confronted with, is client building through estate planning. When many of us started into this business our job was selling the public the value of life insurance and the strength of the company which we represented. Today nearly everyone is sold on life insurance as an institution and own some policies, while very few have an insurance program or know the value of the same. It is the manager's duty to sell his men on insurance programs and assist them in formulating programs for their clients.

Cites Danger of Not Fulfilling All Promises

"Every agent at times has family or financial troubles. This is the time when the manager should and can be a big brother to this man. If you render such service your men learn to honor you and give you the highest respect and when this is accomplished the men will do their utmost to help you succeed.

"Many problems of the agent are met by the manager taking the proper attitude before the problem arises. Never make a promise to a man without keeping this promise regardless of the cost. I know one general agent whose agency is deteriorating rapidly because he makes his men many promises to stimulate them and then does not fulfill these promises. I know two agents who had some controversy regarding credit on a large case. This manager refused to assist in deciding this matter, the result being he lost a very good agent.

"Another thing to help keep harmony in your organization is to never ask an agent to do anything you are not willing to do yourself. I always try to pay for more business than any man in my organization and work longer hours. I know one manager who launched a campaign; after the campaign was half over he wrote each man a letter stating the campaign was a failure; to get busy.

Then he left on a pleasure trip. You can guess the result of this campaign. I know another manager who insisted his men work at least 10 hours per day, yet he spent most of his time on the golf course. We are prone to feel, when we are appointed managers, we do not need to work as hard as we formerly did nor spend as much time on the job. However, I have found it requires more time and harder work if we are a success as a manager and have successful men in our organization.

Manager Should Avoid Any "Superiority Complex"

"A manager should never feel superior to his men nor refuse to give them time to help solve their problems. I have had men approach me from other companies for a contract, stating they were through working for such and such, who was overbearing and when they wished an interview it was necessary to crawl into his office.

"Agents have many problems which they never divulge to their manager unless the opportunity presents itself under favorable circumstances. I feel each manager, assistant manager, or district manager should visit his agents in their homes at least once a year, preferably quarterly or monthly. The wife often will tell many things that are bothering her husband which he has not revealed. We managers should be willing to share the problems of our agents and help them best solve these problems as they become a factor in his production.

"Always be tactful in talking with your agent or members of his family, never reveal to one family something told in confidence by another family. Do not use tact like the elderly country lady who lost her best friend, a neighbor, who had hanged herself in the attic. She wanted to call and pay her respects, but her family was unwilling since she always said the wrong thing at the wrong time. However, she promised she would be tactful. While calling on the members of the deceased's family, while they were telling her what a difficult time they had had trying to get some laundry dry since it had rained all day. The untactful woman spoke up and said, 'Yes, but you have such a good attic in which to hang things.'

SALES IDEAS OF THE WEEK

Builds Business Thoroughly

When Norman E. Andersen, the new sales supervisor of the Parsons agency in Chicago, joined the Mutual Benefit Life in 1922 he made an active drive to make contacts and he now has over 500 policyholders on the books. He has always specialized in writing a large number of lives and has an average annual production of 75 to 80 lives with an average application of over \$6,000. Approximately 85 percent of his business comes directly or indirectly from old customers. By keeping in close touch with potential buyers of insurance among his policy holders he has been able to develop those who formerly bought from \$1,000 to \$3,000 policies to the point where they are now buying \$5,000 to \$10,000 contracts.

Mr. Andersen has worked on the idea of establishing confidence by servicing each case thoroughly. He gives the smallest policyholder the same service that he does the large because the former may develop into large buyers or be able to recommend him to prospects. By thoroughly establishing himself he is able to contact old policyholders for new business in a minimum amount of time and he is rarely troubled by competition. He never approaches an old policyholder without a new idea, so that the customer knows that when he calls Mr. Andersen is not begging for business, but has some concrete suggestion to offer.

what specifically shall be done with each agent—whether it be helping a man to prospect, to make preliminary calls or actually to present the sales talk.

It was further stressed that the use of mechanical aids in supervision, such as report forms, is primarily for the purpose of providing more time to be used in personal supervision which after all is essential to successful production results.

Attitude Behind Management

Mr. Johnson further pointed out that while he felt that method plays an important part in the successful results of an agency, the attitude behind the management of the agency is perhaps more important in getting definite agency results. By attitude is meant the real purpose or intent behind the agency, stressing the fact that the intent behind the agency management should be primarily the development of the men in the agency. For instance, frequently the general agent professes to be interested primarily in the development of his agency and then uses every conceivable excuse to create a situation in which the agent forfeits renewal commissions; under such situations, it is rather difficult for the agent to have a wholesome attitude toward his agency.

Suggests Intelligence Test

W. G. Castil, Connecticut General Life, speaking at a luncheon-meeting of the Life Insurance Managers' Association of Los Angeles, gave some reactions and comments on the Managers & General Agents Section of the National Association of Life Underwriters convention in Denver, where he was one of the panel speakers. He said there are probably 50,000 men in the business who do not understand life insurance. An intelligence test was suggested to ascertain intelligently to the people whom they contact as prospects.

Vice-president L. A. Soper, Phoenix Mutual, presided.

AGENCY MANAGEMENT

Directing the Supervisor in Field Activity

Holgar J. Johnson, Penn Mutual general agent at Pittsburgh, talked before the Pennsylvania State Association of Life Underwriters sales congress at Hershey, Pa., on "Directing the Supervisor in Field Activity."

In discussing this subject Mr. Johnson divided it into four major headings. He first discussed briefly the functions of a supervisor and commented on the fact that the real job of the supervisor is to train men to be life insurance salesmen; a salesman is best trained by practical sales contact with the prospective buyer under the guidance of proper supervision.

Mr. Johnson further outlined the fact that it is a mistaken notion that any one supervisory plan should be adopted by an agency and held as the most perfect plan for all times. It is his contention

that there is no one plan that is always right in a given agency because of the fact that as an agency grows, circumstances within the agency change and frequently there is need for a change in the plan of supervisory operations.

Controlling Effectiveness

As to the methods involved in how to control the effectiveness of a supervisor so as to get the most out of his job, Mr. Johnson outlined the system used in his own agency organization—by using a weekly supervisory meeting, or so-called staff meeting, at which time every agent is reviewed by the staff as to his production results, and based upon the analysis of the need, the following week's work is planned dependent upon whether the supervisor is giving his time in the field to the individual agents and

VIEWED FROM NEW YORK

By R. B. MITCHELL

NO CHANGE IN VALUATIONS

Tentative valuations of prominent insurance buildings in New York for tax purposes next year reveal no change from the 1937 figures. The Mutual Life building is listed at \$9,000,000; Equitable Society, \$13,750,000; Metropolitan Life, main structure, \$12,250,000; Metropolitan Life annex, \$13,000,000; New York Life, \$19,500,000.

FISCHER TALKS TO SUPERVISORS

Chester O. Fischer, vice-president of the Massachusetts Mutual Life, spoke to the New York City Life Supervisors Association this week. He gave the same talk that he did at the supervisors luncheon at the Denver meeting of the National association. He stressed the challenge of responsibility and opportunity in the supervisor's work.

SHOEMAKER SUCCEEDS DRIGGS

Provident Mutual Life has appointed G. P. Shoemaker as general agent in New York City with offices at 70 Pine

street. He succeeds E. H. Driggs, Jr., who relinquished his responsibilities of management in order to devote his time to the production of personal business in the New York area in which he has been outstandingly successful. Mr. Driggs will maintain his office at 32 Court street, Brooklyn.

Mr. Shoemaker entered the business as a special agent for Provident Mutual in 1930 and has progressed rapidly. He was in 1935 appointed supervisor in the Sprague agency, where he demonstrated skill in training a fine group of young men. He is a C. L. U. and is a graduate of Williams College and the Research Bureau school for managers.

The firm of Quigley & Smith, 44 Court street, Brooklyn, will be associated with the Shoemaker agency.

VETERAN MANAGER DIES

Frank W. Adams, for many years manager of the Mutual Life in New York City, died at his home in Montclair, N. J., almost exactly three years after his retirement as manager in 1934.

When he retired, Mr. Adams held the record for longest continuous service among the Mutual Life's New York City managers.

Mr. Adams joined the company in 1893 at the home office. His first managerial appointment was in Cleveland in 1901. In 1902 he became manager at Richmond, in 1908 at Newark, N. J. and in 1919 he became manager in New York City. He was highly regarded for his managerial ability. Each of the agencies which he managed reflected his unusual capacity for handling men.

KNIGHT AGENCY FIGURES

The Knight agency of the Union Central Life in New York City had a paid business for September of \$1,075,363. Paid business for the first nine months was \$12,565,225 as compared with \$12,670,710 for the same period of 1936.

OTT AGENCY STEADY GAINER

The A. V. Ott agency of Equitable Society in New York had its eighth consecutive monthly increase in September. There is a 75 percent increase during 1937 over the corresponding period of 1936, and the management expects to show 100 percent increase for the entire year.

GANTZ ASSOCIATION SPEAKER

J. M. Gantz, general agent Pacific Mutual Life at Cincinnati, will be the speaker at the New York City Life Underwriters Association's first meeting of the season, Oct. 21 at the Hotel Pennsylvania.

An added feature will be the presentation of the C. L. U. diplomas to the successful candidates of this year.

For the first time in many years, the association will convene immediately following the speaking program in a "town meeting" where the members of the association will be asked to participate in a discussion of the association work. This idea, which is President A. V. Youngman's, will be continued for as long as the membership seem to want it.

NEW LAW JUST AS STRICT

While the new New York insurance code proposal has not been distributed long enough for any comprehensive study to have been made of it, some people are disappointed at the continuance of the present law's close regulation of all insurance company operations. These observers feel that the law's objects could be just as well attained by laying down the desired course of action in broader and more general terms and leaving the specific application up to the superintendent of insurance. The situation, they contend, is somewhat analogous to that of an insured who tries to foresee every possible contingency in setting up his settlement options and attempts to make provision for each possibility, the result being that because of the rigidity of the arrangement there is danger that an unforeseen emergency cannot be met because it was not thought of in drawing the contract.

WOMEN'S COMMITTEE CREATED

As a means of fostering better relations among women members of the public, the New York City Life Underwriters Association has created a "public relations committee for women" and appointed as its chairman Mrs. Kathryn Ford, president of the League of Insurance Women and an agent of the Myrick agency of the Mutual Life in New York City. Mrs. Ford has also been

New Massachusetts Mutual Syracuse General Agent



CHARLES H. SCHAAFF

Charles H. Schaffa, who has just been appointed general agent for Massachusetts Mutual at Syracuse, N. Y., has been in the business since 1931 and recently has served as assistant general agent for his company at Rochester, N. Y. He is vice-president of the Massachusetts Mutual Supervisors Association.

invited by the president of the New York City Federation of Women's Clubs to become chairman of the federation's insurance committee.

Mrs. Ford is widely known to the insurance public in New York City. She has been a pioneer among women in the insurance field. She has spoken a great deal before women's clubs and over the radio. Mrs. Ford has had a leading part in life insurance radio work during the last five years. The National Democratic organization invited Mrs. Ford to answer questions received by it in the mail regarding insurance. To do so she used a national broadcasting company hookup and during Life Insurance Week she planned and produced forums for the radio public and gave true stories dealing with insurance.

Tax Rule on Family Income Contract Is Explained

Ruling by the Treasury Department on the tax applicable to payments under family income policies clarifies the status of these contracts but does not set forth any new principle. In substance, it is that the principal of the life policy is exempt from income tax but the portion of payments consisting of earnings on the principal is taxable.

Thus on a 20 year family income form, made up of \$10,000 ordinary life and \$13,680 decreasing term, both amounts are exempt. Interest on the \$10,000, or \$295.20 a year is subject to tax; so also is \$220.80 of the portion of the total annual payment derived from the \$13,680. The \$904.80 of principal secured from exhausting the \$13,680 is exempt. Thus in all, of the \$1,200 annual payments, \$516 is taxable.

In case of a 10 year family income for \$10,000, with \$7,840 decreasing term, \$120.80 is taxable on the term side and \$295.20 on the ordinary life side, a total of \$416. These results vary depending upon the time of the policyholder's death, in these examples being predicated on his death immediately after securing the policy.

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